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~~UNIVERSITY OF TORONTO~~
~~DEPARTMENT OF PSYCHOLOGY~~

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BUSINESS ADMINISTRATION

The following is a list of the courses in the Department of Business Administration, which are offered by the University of California, Los Angeles. The courses are listed in the order in which they are offered during the year.

1945-46

1946-47

BUSINESS TECHNOLOGY

PERSONAL EFFICIENCY
PLANNING
SALES ADMINISTRATION

LESTER E. ALLEN
and
GEO. C. BARNES

BUSINESS LAW I

BUSINESS LAW II

BUSINESS ENGLISH

BUSINESS ECONOMICS

INDUSTRIAL ORGANIZATION AND MANAGEMENT

AMERICAN BANKING

INVESTMENTS AND SPECULATION

ORGANIZING A BUSINESS

FINANCING A BUSINESS

ADVERTISING

RETAIL MERCHANDISING

CREDITS AND COLLATERAL

TRADE

RAILWAY REGULATION

OIL TRAFFIC AND TRADE

PRINCIPLES OF ACCOUNTING

OFFICE ORGANIZATION AND MANAGEMENT

SARAH D. HARRIS, B.A., LL.B.
and
GEO. C. BARNES

LESTER E. ALLEN, B.A., LL.B.
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UNIVERSITY OF CALIFORNIA, LOS ANGELES

BUSINESS ADMINISTRATION

The texts listed on this page form the basic material for the organized Business Administration Course and service of the LaSalle Extension University. They constitute a library of standard practice in all the important divisions of business management.

<i>Titles</i>	<i>Authors</i>
BUSINESS PSYCHOLOGY	HUGO MÜNSTERBERG, Ph.D., M.D., LL.D. <i>Harvard University</i>
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BUSINESS LAW I	} SAMUEL D. HIRSCHL, S.B., J.D. <i>Member of the Illinois Bar</i>
BUSINESS LAW II	
BUSINESS ENGLISH	EDWIN HERBERT LEWIS, Ph.D., LL.D. <i>Lewis Institute, Chicago</i>
BUSINESS ECONOMICS	ERNEST LUDLOW BOGART Ph.D. <i>University of Illinois</i>
INDUSTRIAL ORGANIZATION AND MANAGEMENT	HUGO DIEMER, M.E. <i>Pennsylvania State College</i>
AMERICAN BANKING	HENRY PARKER WILLIS, Ph.D. <i>Secretary, Federal Reserve Board</i>
INVESTMENTS AND SPECULATION	LOUIS GUENTHER <i>Editor, "Financial World"</i>
ORGANIZING A BUSINESS	MAURICE H. ROBINSON, Ph.D. <i>University of Illinois</i>
FINANCING A BUSINESS	ELMER H. YOUNGMAN <i>Editor "Bankers Magazine"</i>
ADVERTISING	E. H. KASTOR <i>H. W. Kastor & Sons</i>
RETAIL MERCHANDISING	PAUL NYSTROM, Ph. D. <i>United States Rubber Co.</i>
CREDITS AND COLLECTIONS	} EDWARD M. SKINNER <i>Manager, Wilson Bros.</i> R. S. WHITE <i>American Steel & Wire Co.</i> H. E. KRAMER
RAILWAY REGULATION	
OCEAN TRAFFIC AND TRADE	
PRINCIPLES OF ACCOUNTING	I. L. SHARFMAN, A.B., LL.B. <i>University of Michigan</i>
OFFICE ORGANIZATION AND MANAGEMENT	B. OLNEY HOUGH <i>Editor, "American Exporter"</i>
	STEPHEN GILMAN, B. Sc., C.P.A.
	C. C. PARSONS <i>Manager, Shaw-Walker Co.</i>

LASALLE EXTENSION UNIVERSITY

PERSONAL EFFICIENCY, APPLIED SALESMANSHIP, AND SALES ADMIN- ISTRATION

IRVING R. ALLEN

President, Irving R. Allen Company, Sales Counselors and Advisers



La Salle Extension University
- Chicago -

1920

PERSONAL EFFICIENCY
APPLIED SALESMANSHIP
AND SALES ADMINISTRATION

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LaSalle Extension University
Chicago

PREFACE

Ask any man anywhere on the face of the globe the question, "What are you most vitally interested in?"

And if he tells you the *truth*, he will state that the one subject which takes up most of his time and thought is *himself*.

That is natural—as it should be.

The big problem of most men is how to dispose, profitably and to the greatest advantage, of their services, skill, ability, and learning—yes, everything which constitutes personality.

And the principles here presented for acquiring personal power, developing personality, and cashing in on these values are not only fundamental requisites for a successful salesman, but apply everywhere in life—in all business, in social affairs, in politics, in the church, in the home, or in whatever place men strive to achieve.

Selling viewed in this larger sense offers a success foundation to *every* man, whether he is directly interested in salesmanship or not, simply because it deals with the marketing of personality and services as well as the moving of merchandise.

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PERSONAL EFFICIENCY, APPLIED SALESMANSHIP, AND SALES ADMINISTRATION

PART ONE — THE FOUR MILESTONES

MILESTONE NUMBER ONE

THE AWAKENING

A shaft of moonlight lighted up the face of a big clock.

Twelve-thirty—a. m.

In a little office toiled a man.

His shoulders were stooped; his clothes were worn; where his linen showed, the edges were frayed.

Around him was a wilderness of calf-bound books—briefs and papers too—on table, desk, floor, and window ledge—everywhere—in seemingly hopeless confusion.

But the red-rimmed eyes of John Milton gleamed brightly through his heavy-lensed glasses as here and there he found a point and with nervous fingers made a note.

Suddenly he started.

In that dead silence the telephone bell rang loud as a fire alarm.

Quickly he switched on a light in the outer office. A luxuriously furnished suite was revealed—heavy-piled rugs—massive mahogany furniture. Prosperity was written large on the face of it.

Milton hurried to the telephone switchboard.

“Hello! Yes, Mr. Lewes. Milton speaking.”

At the other end of the wire a heavy-set man in evening clothes held the receiver to his ear. A napkin in one hand showed that he had interrupted pleasure for the sake of business.

“Milton, have you got that Amalgamated opinion ready yet?”

“No, sir, but I’ll finish it before morning, sure.”

“Well, that has got to be on my desk typewritten and ready by ten tomorrow. Better get a stenographer on it right away. Call up Hess—he lives nearest—and get him started copying it. I must have it by ten. Understand?”

And the receiver went up with a crash.

Slowly Milton walked back to his little office—a mere work-hole—so shabby and poor in contrast with the rest of the suite. Feverishly he resumed his task.

At ten sharp next morning the door of Ezeniah G. Lewes, Counselor-at-Law, opened to the touch of Ezeniah G. Lewes himself and the heavy-set man of the night before walked in—immaculately attired—perfectly groomed. The very air of him carried an impression of success and assurance.

He smiled as the girl at the switchboard stopped him—
“Mr. Burton is waiting with another gentleman in your private office, Mr. Lewes.”

He nodded and walked in.

The two men waiting—heads of the Amalgamated—the biggest steel industry in America—rose as he entered and cordially shook hands.

On the glass top of his ornate desk lay a packet of typed sheets neatly bound with a red tape. Across its front were the words:

AMALGAMATED STEEL CORPORATION

Opinion on
Birmingham Holdings

Personally
prepared by
EZENIAH G. LEWES

Go back and read the last five words.

Poor John Milton!

Lewes looked at his two visitors; then slowly he trimmed off the end of a large black cigar and lit it.

Burton, President of the Amalgamated, unused to waiting, broke the silence.

“Well, Lewes, what’s the verdict?”

Considering the fact that he had not as yet even opened the document marked “Personally prepared by—,” Ezeniah G. Lewes was in no position to answer. So he equivocated.

“It’s all here. Just a minute—haven’t looked at it since it came from the stenographer. I may want to make a few corrections.”

Pen in hand, he opened the fruit of Milton’s all-night toil and read it through.

At the last page his pen dipped in the ink, his signature went on with a flourish, and he silently and impressively handed the sheets to Burton.

Burton slid back in his chair and started to read. He scowled, bit his lip, and asked a question.

Lewes answered it—quickly and decisively.

Carefully Burton folded the opinion, placed it in his inside coat pocket, and rose. “This seems to cover the thing, Lewes. Going to lunch at the club today?”

As they left the office, Burton commented to his companion, "Shrewdest, keenest, fastest-acting business lawyer in America—that man Lewes. Charges like the Old Nick but his work is worth the money."

Back in the luxurious private office, Lewes was instructing his private secretary.

"Bill Amalgamated Steel Corporation \$5,000 for opinion and conference regarding its Birmingham properties in relation to the Sherman Act."

As the man turned to leave, Lewes called him back.

"By the way, what are we paying Milton?"

"Forty dollars a week, I believe, Mr. Lewes."

"Raise him to forty-five, beginning next Saturday."

And in a small house out in the suburbs, John Milton in an old cotton nightgown tossed restlessly on a rather hard bed, while his wife and children tiptoed around to avoid disturbing his slumbers.

Ezeniah G. Lewes' yearly income exceeded seventy thousand dollars.

John Milton considered himself in luck to be earning twenty-one hundred.

And—Lewes' income was based on the work of men like Milton.

Up to the time of his discovery that the legal genius of Milton and others of his stamp could be capitalized, Ezeniah G. Lewes had never made in excess of seven thousand dollars a year from his law practice.

And the seven thousand dollar income was based on his personality rather than his legal ability.

On the other hand, up to the time he entered Lewes' employ, John Milton had been literally starving to death by inches, solely on account of his inability to *market* his brain products.

Milton—the factory.

Lewes—the salesman.

On the face of it, comparing their earnings, the arrangement looked decidedly unfair.

But, as a matter of fact, *both* profited.

Lewes, capitalizing the legal minds of others and *marketing* them, had achieved a *big* success.

On the other hand, Milton was earning a sum far in excess of what he thought possible during his struggles as a free lance.

Here's the question that should start *you* thinking:

Why didn't Milton go out and collect big fees for his own work instead of letting Lewes take the big end of the money and *all* the glory?

I'll tell you.

MILTON COULD NOT SELL HIMSELF.

He had the legal mind—it almost amounted to genius—but through lack of personality—selling ability—never in a thousand years could he have impressed another man with the soundness and value of his work and opinions.

Lewes had discovered in Milton and capitalized *to his own profit* the man's knowledge—combined his own *selling* ability with the other fellow's *legal* genius.

And all over the world—in every city, every town, every hamlet, you'll find today and every other day men who have the ability actually to *do* the thing but who lack the faculties necessary to market themselves successfully.

Your own experience will prove this: The ability to *do* a thing, without the ability to make the other man believe you *can* do it, discounts a possible income 60 and 70 per cent—yes, in some cases even 90 per cent.

Let's see how it works out.

Here's Phil Harrison—on the surface a bright, pleasing fellow—a good talker—but—he can't *hold* a job; he's always changing. Something wrong with him somewhere. 2

But he never seems to have any difficulty in *securing* a position. When other men are idle he jumps from one thing right into another.

Let's analyze Phil Harrison.

Why, it's simple—clear as crystal.

Phil Harrison has the ability to sell himself—to *secure* a position—

But he lacks the ability to deliver the goods—to hold the job after he gets it.

But if you could combine his genius for selling himself—for quickly establishing his listener's confidence in the fact that he can do what he claims he can—with the ability of a man like Milton to go through—then—you'd have a 100 per cent success—a man who could both make people *believe* in him and *justify* that belief.

Now here's just what I'm driving at—

Success in this world of ours is fundamentally a matter of salesmanship—of using its principles whether in business, society, or finance—of applying them properly and effectively.

Now, mind, I freely and frankly admit that the *application* of these principles varies widely—but the *basic principles* in all walks of life remain identically the same.

On the face of it, that statement may raise a question.

That's exactly what I *want* it to do.

Most of us are in the habit of regarding salesmanship as a matter of one man's inducing another by argument or conversation to purchase some concrete article.

And—viewing it in *that* light, we have almost lost sight of its underlying principles—the ones which hit home and affect every single phase of our daily life.

I don't care *who* you are or *where* you are or *what* you are—you have *something to sell*.

So have I.

So has every human being on the face of this earth.

And the degree of success we meet with in making other people want what we have to offer absolutely and positively governs the returns we gain from life.

Wyeth, Craig, and Jamieson were room-mates at college.

But school days were over—their “Lares and Penates” were packed and the three sat listening to Dr. Conover, Dean of the John Smith Medical College, delivering his graduating address.

The good Doctor waded along through a sea of words; the minds of the hundred odd youngsters who sat before him were more occupied in trying to pull back the curtain from their futures than in listening to the Dean's address.

He paused a moment for breath, took advantage of the respite to remove his glasses and wipe their perfectly clear surface with a large silk handkerchief, and then impressively resumed:

“You gentlemen have a long summer before you. Very few of you intend to start practising your profession before fall. I strongly urge you, instead of idling away the months ahead, to spend them on the road with a salesman, learning how to meet people.”

For fifteen years Dr. Conover had made substantially the same recommendation to every graduating class. It was part and parcel of his speech.

But this time the flint of that thought met steel in the brain of Bob Jamieson and the spark of a brand new idea resulted.

Back to the bare room that was to know them no more, the three went for leave-takings and a farewell inspection of the “old diggings.” Jamieson brought a hard fist down on his trunk with a crash; he spoke:

“Fellows, the Dean had a real hunch when he said, ‘Spend this summer with a salesman.’ His idea was that we should learn how to meet people. I’ll go him one better. Let’s learn, from studying a salesman’s method of making folks want his *goods*, how to make people want our *services* as physicians.”

Wyeth, pre-imbued with a sense of ethics, threw up his hands in horror. He left the room and this narrative at one and the same time.

Craig didn't stick. He finally chose a "vacation" and Jamieson, the enthusiast, went out on the road alone.

The summer on the road with a salesman ended. Jamieson, thoroughly convinced of the soundness of his theory, himself turned salesman and did not take up the actual practice of his profession until late the following fall.

A post-graduate course of a year and two months in selling goods as a preface to the practice of medicine—

What was the result?

Jamieson, the "Salesman Doctor," stands today at the head of his profession in the city in which he practises.

His income, his assets, his standing, both in business and society, testify to the fact that he has collected the living the world owed him—and more.

Right here, of course, you may say, "Well, he would probably have made a success anyhow."

But among his few close personal friends Dr. Robert T. Jamieson (naturally, that isn't his name) states forcibly, emphatically, and in a manner that leaves no chance for dispute, that the knowledge of principles gained from his year and two months of selling was the one thing that insured dividends on the seven years he spent in studying medicine.

Let's analyze this thing.

In the ordinary course of events it is extremely unlikely that a physician will ever have occasion to talk a man into paying money for what he has to sell.

Yet—that physician has something to market just as surely as the store that fills his prescriptions has drugs for sale.

And the degree of a doctor's success is measured in exactly the same way as that of a salesman—by his yearly earnings.

It is a peculiar situation. No profession, no business under the sun is so restricted by the “Thou shalt not's” of ethics as the practice of medicine.

The doctor who tries to sell his services, in the ordinary sense of the word, through either “talk” or the accepted channels of publicity, soon finds himself ostracised—stamped “Quack”—out of the fold.

Honestly now, can you conceive of a more difficult situation than the practice of medicine in which to try to apply profitably the principles of salesmanship?

And yet you'll find that the successful medical man today—sometimes consciously—mostly without realizing it—is using in his profession the very principles which enable that salesman with the words “Aetna Life Insurance” on his card to write business.

And the only difference lies in the *application*. The fundamentals are the same in both cases.

The fundamental principles of salesmanship may be used in two ways: first, *directly*—through words; second, *indirectly*—through suggestion.

The acknowledged salesman sells a concrete article—markets it *directly*—through his words.

The physician, bound by ethics, must market his service—his *intangible* offering, *indirectly*—through suggestion.

But the basic principles in both cases are the same—identically.

Now let's get down to cases.

Let us see how the thinking, intelligent, foresighted physician with a knowledge of the principles of salesmanship operates.

Let's find out just how his indirect salesmanship measures up alongside the direct salesmanship of the fellow who's marketing a concrete article.

The first step toward accomplishing a thing quickly is to find out what we have to do.

Broadly speaking, to make a success that measures up well in the dollar scale, the doctor has just three things to do. Here they are:

- (1) He must cure his patients—get results
- (2) He must make each patient produce new ones
- (3) He must sell himself to the public

The manufacturer who aims to build a permanent business realizes that his product must make good for the man who buys it in order to insure repeat orders.

All right—the physician's product is the results he secures, and he simply must have repeat business to exist and build a practice.

So we come to the first problem of the physician: how to get results for his patients—how to lay the foundation for a big practice.

All physicians go through practically the same schools—take much the same training.

Remedies and methods of treatment for the various diseases and ailments are so standardized that if you were to go to one hundred physicians with the same trouble, prescriptions would duplicate themselves over and over again.

Any intelligent man who studies and applies himself can become a good diagnostician.

And the sum total of the three statements above is: One doctor, provided he is conscientious and capable, should be able to secure the same results for a patient as another.

But this is *not* the case.

Why?

Consider this carefully. Why is it that one physician can cure a case with identically the same prescription that another man *fails* on?

I'll tell you *why*. Simply because the successful doctor *adds to his medicines* the biggest part of the whole thing—the mental part.

And the minute a patient has confidence enough in his physician to *believe* he is going to be cured, the job is half done.

And—with all respect to the medical profession—actual statistics show and demonstrate and prove that in the majority of cases confidence in the doctor is a *greater* aid to recovery than *medicine* itself.

Now let's leave the doctor and his patient for a moment.

Did any man in the history of the world ever buy anything where he lacked confidence in either the house, the salesman, or the goods?

No.

Consequently the salesman—directly selling a concrete article—must establish confidence before he can make his sale.

The doctor, to cure his patient—to get results, must have the sufferer's confidence.

And the principles back of gaining confidence are the same, irrespective of who employs them or what the purpose may be.

Now we've made the first step. The physician has secured results—secured them through the very same methods and by bringing into play the identical principles used by a salesman in gaining the confidence of his customer.

Now you as a man selling goods on the road realize that the greatest asset you have—the biggest leverage on new trade in your possession, is your satisfied customers. To build, you must capitalize the confidence of the men to whom you have sold.

Let's see how the talented doctor brings this same principle into play in making old patients produce new business for him.

Remember, the doctor can't advertise in the newspapers. He advertises instead through his patients.

He gains not only the confidence of his patients but makes them enthusiastic about his ability. These things he does by bringing into play the same fundamentals as the salesman.

Now no matter how speedy your automobile is—*mine* is *faster*. If you've a good dog—*mine* is better. One of the chords of human nature which responds most easily to the slightest touch is what, for lack of a better phrase, I'll term "pride of ownership."

Mrs. Patient is treating or has treated with Dr. Blank. The good doctor has gained her confidence—aroused her to the point of enthusiasm as far as his ability is concerned. She has "pride of ownership" in Dr. Blank.

The minute anybody mentions "doctor" or "sickness" around Mrs. Patient, Dr. Blank's name comes to the end of her tongue in a flash and the claims she makes for his ability and his honesty and his conscientiousness are stronger than he or any other man would dare to put forward personally.

Get the idea?

Dr. Blank has Mrs. Patient advertising *for* him—the strongest publicity in the world, word of mouth, delivered by one who is satisfied with his service to others who in turn have confidence in her judgment.

Need I go any further to show you how Dr. Blank is employing sales principles of the soundest, the oldest, and the most approved kind? I don't think so. Your verdict is already given. And it's the same as mine.

Any good salesman will tell you that half the secret of his success lies in spending as much time as possible in the presence of people who should buy his goods.

Every man, woman, and child in the world is at some time bound to be in need of the doctor's "goods"—his services. They are *all* "prospects."

Why do you suppose the doctor joins clubs?

Why do you see him, in the early part of his career at least, oftener than any other man of your acquaintance?

Why does he always recognize you, call you by name, pass the time of day, and hurry on?

Simply because he is a good salesman. He is spending as much time as possible in the presence of people who may need his wares.

The average man's tendency is to have a few intimate friends and to spend his time with them whenever he can. The doctor has the same inclinations as you and I but a large number of cordial acquaintances are worth more to him in a professional way than a few close friends. So he governs his actions accordingly.

A new line of untried goods is hard to sell.

The influence of a long list of users is a valuable assistance to a salesman.

Why does the doctor—newly graduated—before he has any practice at all, by carefully calculated plans and schemes, contrive to impress you and every other man he meets with his lack of time—his rush of urgent business?

Simply because he knows—like the salesman—that you and every other man have a tendency to “follow the crowd”—to patronize the place the other fellow does. His “rush of business” is a decoy—the first step toward really getting a practice.

Every physician doesn't employ these methods. It couldn't be in the natural scheme of things.

As a matter of fact, comparatively few doctors are successfully employing the principles of salesmanship.

But—very *few* doctors are *really* successful—

Which proves the point.

One of the most successful surgeons in the world—a man with a globe-wide reputation—a man whose name is law in the profession—has outstripped fifty other doctors of equal *ability* through the practice of indirect salesmanship.

I can place a chart of his methods—his career—side by side with that of any successful specialty salesman and show you—prove to you beyond the shadow of a doubt—that they are both employing and using identically the same principles.

The President of the United States had to “sell” the American people on his ability to hold down the office before they elected him.

That young fellow with his bride on his arm had to “sell” her before she’d face the minister. And she in turn had to do a little “selling” on her own account.

The whole world revolves around the pivot of personal selling.

And you can’t get away from it.

“Law—medicine, they’ve nothing to do with *my* case,” say you.

Granted—*but*—the very fact that these basic principles can be successfully applied in the professions, under the most difficult conditions imaginable, demonstrates and proves that they can be brought to bear on *your* problems with even a greater degree of success.

But for the sake of illustration, let's try a different field.

We're in the offices of the American Manufacturing Company.

At one desk sits Jim Train.

Next to him is Harry Fever.

Both bill clerks. Graduated from the same high school—as near alike in habits, ability, and knowledge as two humans possibly can be.

Ten years pass by.

Let's go back and take another look.

There's a big desk in the open office. On it is a brass sign—

“J. G. TRAIN, Head Bookkeeper”

That's fine. Train is deserving. Glad he has succeeded.

But—just a minute—what's the name on the door of that private office over there? It *can't* be—yes, it is—

“H. FEVER, General Manager”

How in the world can we account for it?

Dissipation, self-imposed handicaps, play no part. Good, old Jim Train, the Head Bookkeeper, is as steady a man and as careful in his habits as Harry Fever, the General Manager.

And their general qualifications, in the beginning at least, were equal.

Where did the difference come in anyway? What put one man so far ahead of the other fellow?

Just *one* thing: Fever *had* the faculty of selling himself; Train *lacked* it.

Where Train, through sheer weight of *self-evident* merit, traveled *one inch* forward, Fever went *two feet* ahead, through the exercise of his selling ability.

And in this particular case the difference between the ability to sell himself and the lack of it spelled the difference between forty dollars a week and forty dollars a day.

Back in the days when they were both bill clerks Train and Fever worked equally hard and equally well. They were equally studious and ambitious.

But where Train was simply an efficient cog in a big wheel, Fever, through his continual personal selling, was regarded as a "live wire"—a "comer."

In spite of the fact that his work was actually no better than Train's, he had "sold" his employers on the fact that he was fitted for something better.

And when the first opportunity for promotion came, Fever got it—naturally.

All the way up the ladder to the General Manager's office Fever sold himself for the step ahead.

A while back I spoke of the faculty of being able to sell oneself.

It is a faculty—born within some men—totally lacked by others.

But—it can be acquired, just the same as any man of average intelligence can learn to play billiards—and by much the same methods. Understand the principles, practice, application—and—you can market yourself at your true value.

And—chances are, your true value is far above what the world will yield you if left to itself to set a price.

I could fill two volumes with examples.

You could fill at least *one*, yourself.

And—we could both give names and dates. But—what's the use?

My point is made—you've got it.

Twenty odd years ago the Kaiser of Germany attended the performance of an illusionist.

The stage was draped in black velvet.

The conjurer and his assistant, a woman, were dressed in white.

A few mysterious passes—the woman disappeared—the magician was alone on the stage.

Presumably the Kaiser's eyes bulged out a little. The whole affair was very mysterious.

He went back of the stage. You and I would probably have been unceremoniously ejected.

But royalty was graciously offered the solution of the mystery.

When the conjurer "disappeared" his assistant, he simply dropped a black drape over her white dress. She became the same color as the background.

Now there was a principle.

The nearer an object is to the color of its background the more difficult it becomes for the eye to distinguish it.

The world has been warring since long before the time of Christ. Brains and talent and thought and—well—the improvement in methods of warfare tells the story.

But—when the European War broke out the Kaiser's men appeared in grass-green khaki suits—so near the color of the general landscape that they were hard to distinguish from it.

And—when winter cloaked the earth with snow, Wilhelm's men donned white overcoats.

A new departure in warfare—an innovation. The world gasped.

And yet—twenty years before—a two-penny illusionist—a cheap trickster—gave the Kaiser the principle upon which the departure was based.

Millions of soldiers and rulers had seen the same trick. But Kaiser Wilhelm was the one man who grasped the underlying principle and applied it to his own needs.

Here's the thought.

The minute you grasp the principles back of the direct selling of concrete things and apply them to your own needs—to selling your personality or your services—you are doing what Kaiser Wilhelm did.

You are getting ahead of the other fellow by utilizing principles that he knows exist but has never applied to his own case—his own needs.

I don't care whether you're the head of the New York Central Lines or the boy who brings the groceries to my back door.

YOU'VE SOMETHING TO SELL.

Mr. President of the biggest corporation in America, haven't you something to sell to that Board of Directors of yours?

You young fellows who are trying to lift yourself above the "ruck and run," if you *haven't* something to sell, you'd better step off. The world is full of men seeking markets who *have* something to offer.

You chaps with the order blanks and sample cases, no need of telling you what you've got to do—you've got to sell or fail.

Everybody—all of you—high—low—in between—bankers—doctors—lawyers—stenographers—preachers—office boys—millionaires—no matter who you are—no matter where you are—you've something to sell.

AND THE SAME FUNDAMENTALS THAT GOVERN THE DIRECT SALE OF TANGIBLE WARES GOVERN THE INDIRECT SALE OF INTANGIBLE THINGS.

Certain simple principles govern the sailing of a boat.

What man of common sense would hoist his sail, tie his tiller, and trust to luck to bring him into port when the principles of sailing are so easily available?

Sailing or selling, it's all the same.

The fellow who trusts to luck is wrecked or progresses at a snail's pace.

This first milestone is simply the "why" before the "how's"—designed to wake you to the *value* of selling knowledge.

If you agree—if you are prepared to accept the truths so far offered—read on—*study* on.

If not—for your own sake—lay the book aside—and observe.

For one week watch the men with whom you come in contact.

Note the successes selling themselves by every move—every word.

And the failures—watch them too.

Then—when you are *ready*—when you are *convinced*—read on.

TEST QUESTIONS

1. How many Miltons do you actually know among your own acquaintances?

2. Who are the Ezeniah G. Leweses among your acquaintances?

3. In your own words, how do you account for the differences between these men?

4. What did Milton lack to make him a business success as a lawyer?

5. What qualities must a man possess besides ability to sell himself in order to make good in the business world?

6. Just to try to be more complete, to what other occupations might Dean Conover's advice apply with equal force?

7. How may the ability to sell one's self be acquired? You will, of course, learn more about this later, but what is your own idea just now?

8. Make a searching analysis of your own situation and list the things which you have to sell in order to make your work a success.

9. At this stage of your progress, what do you consider the success factors in the life of Thomas Edison? Andrew Carnegie? Abraham Lincoln?

10. Do you read the biographies of the lives of great men? Why?

11. What facts did you get from Milestone Number One?

12. How did Milestone Number One awaken you to a new conception of your problem? Did it arouse any burning questions in your mind?

MILESTONE NUMBER TWO

THE EQUIPMENT

At the curb stands Bob Gray's new automobile.

Its graceful, sweeping lines speak of care and thought in design. The sturdy build conveys a feeling of strength and reliability. At a touch of the throttle the smooth-running engine gives forth a roar like a Gatling in action. Power and speed are unquestionably there.

Bob Gray doesn't need to *tell* you that he can make Crown Point in two hours flat.

Your impression of his car, based on your inspection of it, told you that without putting it in so many words.

Yet—alone and unaided—Bob Gray's two legs wouldn't take him to Crown Point in *twenty hours*.

His equipment—his automobile—is the one thing that makes the two-hour time possible.

But—one second, please—stop and think. Did you *really* know that he could do the distance in two hours?

The answer to that question is "No." Other similar machines you had driven had covered the ground in that time; his car impressed you as being equally good. And

—on the strength of your knowledge of the performance of other cars and your impression of his, you readily accepted Bob Gray's statement at its face value.

Now, ten to one, your impression was correct. With the aid of his equipment—his machine—Bob Gray could easily make good on his claim.

Here—in Milestone Number Two—you'll find the working basis of an equipment—mental and physical—which will not only enable you actually to *do* things, but will largely relieve you of the necessity of making claims.

The mere *possession* of this equipment will *impress* folks with your *ability* just as surely as the possession of that automobile impressed you with the justice of Bob Gray's speed claim.

Your ability to go through—to deliver the goods—will be self-evident.

And you can build up within you these obstacle-overcoming, winning qualities just as surely and finely as the maker of the best motor car in America constructs his masterpiece.

Right now you've the raw material in the shape of partly developed and latent ability.

We'll supply the plans and directions and tools. Study plus application will produce within you a combination of forces, all-powerful and driving, that will sweep away difficulties and obstructions as the warm spring sun melts away the snows of winter.

Your success and mine and that of every other human being walking the surface of this old earth of ours is founded and based primarily upon two things:

- (1) *The Impression We Make upon People with Whom We Come in Contact for the First Time.*
- (2) *The Degree in Which We Build upon, Live Up to, or Fall Short of the Original Impression We Make.*

Some people make a good first impression but fall far short on acquaintance. Their "wares" won't stand inspection.

Other folks make a poor first impression but grow with acquaintance. You have to dig under the surface really to appreciate them.

But the ideal situation is that of the man who makes a strong first impression and keeps building upon that favorable foundation.

Now if you want to appreciate fully and test out thoroughly the bearing on life of the truth briefly stated in the last six paragraphs, go back and analyze the impressions other people have made on you.

Then you can in some degree judge the importance of the impression you make on the other fellow.

First of all you want—

*To Impress Every Man You Meet Favorably—
To Make Him Feel That You Are Capable—
That You Are Strong Mentally.*

That kind of first impression can be *properly* produced in only one way. That lies through really possessing—having within you the qualities which make this favorable impression *correct*.

And the good first impression you make by *that* means *automatically* insures the second result desired—

*The Longer People Know You the More They
Realize and Appreciate Your Ability and Power.*

That favorable first impression you made was a mental promise.

You've got to live up to it to make it last.

And remember—the profitable part of the whole thing is the fact that possession of the very qualities which help you to create the right kind of first impression enables you to back it up and make good.

There are, broadly speaking, three channels through which you make impressions upon people with whom you come in contact.

Here they are:

(1) PHYSICAL IMPRESSION

That which people gain through their *eyes*

(2) MENTAL IMPRESSION

That which your strong personality makes on the minds of others without any effort on your part

(3) CONSCIOUS IMPRESSION

That which you make by deliberately exercising certain acquired powers to influence in your favor the people with whom you come in contact

The qualities of your body and mind are the primary factors which influence, govern, and control these channels of impression.

The next question is: What faculties and qualities enter directly into the making of impressions through these channels?

The following table outlines it clearly.

PHYSICAL IMPRESSION

That which people gain through their eyes

Made by {
APPEARANCE
HEALTH

MENTAL IMPRESSION

That which your strong personality makes on the other man's mind without any conscious effort on your part

Made by YOUR MIND QUALITIES {
FEARLESSNESS
SELF-CONFIDENCE
AMBITION
WILL-POWER
CONCENTRATION
SINCERITY

CONSCIOUS IMPRESSION

That which you make by deliberately exercising certain acquired powers to influence in your favor the people with whom you come in contact

Made by YOUR USE OF {
MEMORY
EFFECTIVE SPEECH
SUGGESTION
TACT
INTEREST
INITIATIVE
RELIABILITY

Just as a strong, clean body of itself makes a *physical impression* through the eyes—just as surely will a strong mind, built up and reinforced with the six component qualities, make a *mental impression* and have its effect upon the men you meet.

In the last analysis, the possession of the qualities necessary to make a good *mental impression* represents the greater part of that priceless, intangible thing which lifts one man above another—personality.

On the other hand, the seven faculties governing the making of *conscious impression* you use as knowingly as you do your hand in lifting a glass of water to your lips.

And the results obtainable are equally certain.

The chances are that if you go over the above groups and analyze them carefully you'll say: "But he has omitted the most important of all—the gaining of confidence."

It has been left out purposely.

The gaining of confidence is automatic; it is born of ability and reliability.

You can't gain a man's confidence by saying, "I am worthy of it."

Confidence comes of itself.

I can't give you rules for gaining the confidence of the people you meet.

But I can give you the formula for the things which will make you *worthy* of it.

And the minute you're *worthy*, you *get it*—without asking.

The following pages in this milestone could easily be extended into a library of one hundred volumes and still be incomplete.

And the hundred-volume library wouldn't be worth a dime to the fellow who won't try—who scoffs and passes by. But these few pages may be worth a fortune to some man or men who realize that the best that books can offer is a basis for humans to build upon.

My sole effort has been to present, in the simplest, most understandable manner possible, the governing fundamentals back of it all.

The rest—the use—is in *your* hands.

GROUP ONE

PHYSICAL IMPRESSION

That which people gain through
their eyes

Made by { (a) APPEARANCE
(b) HEALTH

(a) APPEARANCE

Darlington is worth two million dollars if he is worth one cent.

Seldom, if ever, have I seen him without a day's stubble on his chin and a lot of creases in his clothes that were

never put there by a tailor. Far from ornamental grease spots are his nearest approach to adornment and socks over shoe-tops are the last touch of evidence to his lack of personal care.

Whenever I've tried to say a few words about appearance to mutual friends, right away the horrible example—Darlington—is advanced as a tangible two-million-dollar proof that appearances never have and never will count.

Darlington is the one man in a million that has succeeded *in spite* of appearances. And his looks are a handicap that it has taken extra pressure—lots of it—to overcome.

The other morning he 'phoned me to come over. He wanted my opinion on an applicant for the position as his New York Manager.

The conference lasted two hours.

As the door closed behind the man, Darlington, rubbing his grizzled chin, turned to me and said, "Nice, clean-cut looking fellow, isn't he? Puts up a first-class appearance."

Darlington, the man whose own appearance discounted his ability and position 99 per cent, impressed by the good appearance of another man!

After that, never again can anybody—anywhere—say to me that appearances don't count.

They *do*—they count *big*.

Before you open your mouth you produce some sort of impression—be it good or bad—on the man you meet.

If it's good, fine. If it's bad, you've a self-imposed handicap to overcome.

For the greater part of the human race pre-judge by appearance whether they admit it or not.

Now there isn't the slightest necessity for my telling you *how* to dress, or *what* to wear, or what *to* do, or what *not* to do, to make yourself look well.

You're a business man and a gentleman.

If you dress *to look like what you are*, that's all that's necessary.

But remember, no matter how independent your attitude—irrespective of how little stress you yourself place on looks, you don't and can't dress to suit yourself.

Your appearance is the first factor of impression upon the people you meet.

Make it good. To be successful, first *look* successful.

(b) HEALTH

Down in Dayton, Ohio, are the headquarters of the greatest sales machine in the world.

Mr. John H. Patterson, head of the National Cash Register Company, and his associates have spent millions of dollars upon the mental and physical equipment of their employes.

They have made right living pay health dividends to the people and cash dividends to the company.

Years ago they realized the importance of a sound body and its relation to a sound mind.

In the factory, such essentials as rest-rooms, gymnasiums, exercise hours, sunlight, fresh air, good water, and wholesome food all play their part in promoting the efficiency of the employes.

But how about the salesmen—the fellows on the road?

Not being able to send these men a traveling gymnasium or to furnish their meals, the National Cash Register Company has done the next best thing—supplied simple directions which can easily be followed by any man anywhere—formulas for gaining and retaining health.

The directions take the form of three simple charts.

When all is said and done, they constitute the best recipe I have ever seen for getting out of life all it has to offer in a physical way.

You can get more practical information out of these charts in fifteen minutes than you could in fifteen months spent with books and hygiene experts.

Requisites For Life and Health

1	2	3	4	5
Air	Food	Water	Light	Rest and Exercise
Clean air, night and day.	Your servant, not your master.	Inside and outside daily.	Sunlight.	REST
Air, once breathed, is unclean.	Fuel for your engine.	Warm baths for cleanliness.	Brings sunshine within the body.	Mental and physical.
Crowded rooms and theaters spread colds.	Buy it wisely.	Cold showers for "bracers."	Destroys germs.	The reward of work well done.
Colds are catching.	Cook it well.	Two million sweat glands.	Dispels the "blues."	Relax the mind and body daily.
Deep breathing prolongs life.	Crush it fine.	1½ pints eliminated by the skin daily.	Faded carpets better than faded cheeks.	The resting body repairs quickly.
Sleep outdoors if possible.	Enough but not too much.	Clean skin lessens work of liver and kidneys.	Nature's greatest life-saver.	Prolongs life.
One-third of life spent in bed—have windows large.	Hunger—the best spice.	Cool baths increase resistance in disease.	Children and plants die without it.	EXERCISE
Bedroom windows wide open winter and summer.	The simpler the better.	Teach every child to swim.	Light and disease are always enemies.	For health, not for strength.
Nature's best tonic.	Every food affects the whole body.		"The fountain of energy."	Sends clean blood to brain.
The only blood purifier.	There is no "brain food."			Eliminate poisons.
	Beware of fads.			Necessary for good brain work.
				Avoid excess.

FIG. 1.—Keep Well

Food Types Necessary for Life				
1	2	3	4	5
Proteins	Fats	Carbohydrates	Mineral Salts	Water
Make and repair the body.	Produce heat.	Produce heat and energy.	Build and repair bones, nerves, and muscles.	Aids digestion.
Beans Meat Cheese Peanut Oatmeal Eggs Nuts Etc.	Olive oil Butter Nuts Fat meat Cream Cheese Etc.	Cereals Vegetables Bread Macaroni Fruits Etc.	Greens Lettuce Cereals Vegetables Fruits Etc.	Dissolves waste products of food.
Very important food element.	Excess delays stomach digestion.	Most abundant food element.	One twenty-fifth of body weight.	"Flushes" poisons from body.
Necessary in small amount only.	Little required in summer.	All starchy foods and sugars.	Small but important part of food.	At least 6 or 8 glasses daily.
No storage place in body.	Reserve storehouse provided in body.	Starchy foods require thorough cooking.	Spinach and tomatoes rich in iron.	Cool but not cold.
Excess digested but thrown out unused.	High food value.	Fruit sugars require little or no digestion.	Lost in boiling.	More in summer.
Waste products are poisonous.	Laxative.	May be eaten more freely.	Saved in baking.	Appearance often deceptive.
Causes the most common dietary error.	Fried foods difficult to digest.	Increase the fat of the body.		"Old oaken bucket" often a danger.
Most expensive foods.	Olive oil, 100 per cent food.	Generally laxative.		When in doubt boil it.
Avoid excess.		Excess stored in liver and muscles.		Moderate amount with meals.

FIG. 2.—What to Eat

The Eating of Foods We should eat to live; not live to eat	
Temperance (The Right Way)	Intemperance (The Wrong Way)
<ol style="list-style-type: none"> 1. Chew food thoroughly. Digestion begins in the mouth. Will make the appetite a reliable guide. Under control of will. 2. Simple natural foods, simply prepared. 3. Avoidance of stimulants to digestion. Eat only when hungry. 4. Very important—Avoid excess of foods in the meat, nut, egg, bean, etc. class. No storage place in the body. They are constipating and capable of producing rank poisons in the human body. 5. Quantity of food limited—For a sedentary worker, not to exceed: 5 3-4 oz. of the meat type; 1 3-4 oz. fat; and 25 oz. starchy food. (The above as purchased; not water-free.) For an outdoor worker (physical labor) about one-half more. 	<ol style="list-style-type: none"> 1. Bolting food causes overeating, loss of natural food flavors, and much of the real pleasure of eating. 2. Rich, highly flavored and seasoned foods, fashionable baquets, extremes in temperature, great variety. 3. Tea, coffee, chocolate, alcoholic drinks, etc.—rare poisons of no food value and entirely unnecessary. 4. The great dietary excess—eating too much meat, eggs, cheese, beans, and foods of like type. 5. Quantity of food unlimited. 99% of people eat too much. The flickering flame of life is much more liable to be choked by an overplus than to fall from too little foods.
Will	Will
<p>Increase the defenses of the body against disease.</p> <p>Relieve and cure constipation, especially when coupled with adequate exercise.</p> <p>Help eliminate worry.</p> <p>Increase activity of muscles and brain cells, lessen fatigue and consequently increase efficiency.</p> <p>Alley the passions and refine the mind.</p> <p>Save money spent unwisely and unnecessarily.</p> <p>Give a long and happy life.</p> <p>Reduce waste and unnecessary work in preparing foods.</p>	<p>Increase the possibility of sickness.</p> <p>Fill the body with poisons; overwork the liver and kidneys.</p> <p>Tense the nerves and increase worry.</p> <p>Clog human body and reduce vitality.</p> <p>Stir up the evil in man.</p> <p>Waste money.</p> <p>Shorten life—make for pessimism.</p> <p>Waste time—which can well be devoted to mental improvement.</p>

Obedience to Nature's laws bestows upon us—a firm, elastic step; a fair countenance; untainted breath—all so many certificates of good habits

FIG. 3.—How to Eat

Further comment on these charts is superfluous. They speak for themselves.

Right here the temptation is strong to insert a few time-worn paragraphs on the importance of health.

But I'm not going to do it.

Instead, I'm just going to urge you to get out of that rut and start taking out the best kind of health-insurance—the day-by-day right-living way.

And—once formed—the right habits of living are as hard to break as the wrong ones.

GROUP TWO

MENTAL IMPRESSION

That which your strong personality makes on the other man's mind without any conscious effort on your part

YOUR

Made by MIND

QUALITIES

- (a) FEARLESSNESS
 - (b) SELF-CONFIDENCE
 - (c) AMBITION
 - (d) WILL-POWER
 - (e) CONCENTRATION
 - (f) SINCERITY
-

(a) FEARLESSNESS

Perkins was a capable salesman, but when he had suddenly left the employ of the Gridley Iron Works two years before, the "Old Man" had sworn he would never draw another dollar from the concern, even if he walked in on his knees, begging for his job.

The "Old Man" had a long memory and a reputation for meaning what he said.

The scene shifts.

Perkins wants to come back with the Gridley Company.

Hames, the Sales Manager, wants him back.

The easy way—the way of least resistance—is for Sales Manager Hames to refer Perkins direct to the “Old Man”—shift the responsibility—take no chances of incurring the anger of his employer.

But that is not the way to get Perkins back on the job where Hames wants and needs him. The boss has a habit of occasionally letting personal prejudice get the better of his business judgment.

Hames possesses that invaluable quality—business fearlessness; so—at the risk of incurring disfavor and rebuke—in he goes to beard the lion in his den.

“Mr. Gridley,” he says, “we are falling down—falling down bad—in New York State. We’ve been on the toboggan there for two years—ever since Perkins left our employ. We know what he has done for us; we know what his successors have failed to do. I have a chance to get him back and I want your consent to employ him again.”

Gridley looks out at Hames from under his shaggy eyebrows; his steady stare turns almost to a fiery glare. When he finally speaks, he almost roars, “Hames, you know that I personally dislike Perkins. How dare you even suggest re-employing him?”

Hames showed his fearlessness in the first place by taking the matter up with Gridley. He now proves its fine quality by refusing to be intimidated.

“Certainly, I know that you dislike Perkins. I am not keen for him myself. But this is a matter of dollars and cents. Likes and dislikes don’t count. I am here to produce results and the figures on my sales sheets speak louder than sentiment; they say we will be making a sound business move by putting Perkins back in that territory.”

“All right,” grunts the “Old Man” and turns away.

And the chances are that as Sales Manager Hames leaves the room, Gridley’s grunt turns to a chuckle and a warm feeling steals around his heart for the man who is really working for the good of the business instead of toadying to his superiors for his *own* betterment.

That is but one in a thousand emergencies of business life where the quality of fearlessness is essential to make a man go through on the straight, white road regardless of the petty obstacles which fate may place in front of him.

Now the majority of us unquestionably, in a greater or less degree, possess physical courage.

Business fearlessness is simply mental courage.

And most of us *lack* it.

There’s a reason—a good one.

Chances are, it dates back to boyhood days when our bodies and minds were in the forming.

Your physical courage has been more or less fostered and built up from the time the town "bully" told you in sign language that he was going to "get you after school" up to the day you played center on the football team and regarded a broken rib as an honor instead of a disaster.

On the other hand, your studies—none of them—tended to develop mental courage; that was neglected.

But the minute you left school and entered business the value of your physical courage went down—away down—and mental courage went to a premium.

And yet mental courage or fearlessness is easy to acquire. Five words give the rule:

To Be Fearless, Banish Fear.

Fear ruins good work and well-thought-out plans. It is the father and mother of worry; it has wrecked more lives than the European War has taken.

And the worst of the whole thing is that *most of our fear and worry is concentrated on things that never come to pass.*

Nature gave you a reserve supply of force and energy to help you win your battles.

Don't waste it worrying—fighting tomorrow's troubles.

Deal only with things of today.

Don't dodge issues or avoid crises.

Take care of the future by meeting the needs of the present.

Dismiss fear from your mind by not fearing.

Fear is a mental attitude.

So is fearlessness.

You can acquire the second just as surely as the first will force itself upon you if you don't resist it.

(b) SELF-CONFIDENCE

"I can and I will."

That thought is the basis of self-confidence.

Supplemented by common sense and ability, it carries a man safely past the barriers that forever bar the weaker brethren.

It turns seeming quicksands to bed-rock roads and brings the goal nearer day by day, because self-confidence never misses opportunity.

Latent within all men lies a power which, when called upon, responds to the needs of the hour and masters any man or undertaking.

Yet some men go through life and never know they possess this power, simply because they lack the self-confi-

dence which would place them where they had to call upon it.

The boy learns to dive first from the shore at the old swimming hole.

Then—step by step—gaining confidence each time, he raises the height of his dive until finally he's cutting aerial curves from the topmost branches of the old elm tree and wishing there were something higher near the water.

But—if he had never taken the first dive off the shore, he'd still be shuddering at the risk the fellows take who plunge from the top of the elm tree.

Self-confidence comes the same way—step by step.

It comes from meeting each and every emergency and opportunity with "I can and I will."

Self-confidence is born of belief in oneself—not the kind that goes around advertising through a megaphone; that's egotism.

There's a distinct difference.

Egotism is blind conceit.

Self-confidence is a reasoning, reasonable belief in oneself and one's ability.

Like money in the bank, it isn't in sight but it is there when you need it.

Never forget this for one moment. Few human beings expect enough, claim enough, or demand enough of either themselves or those around them.

And the longer a man handicaps himself with this weakness, the harder it is for him to claim the superiority which is his just birthright.

Carry yourself with a confident air; walk, talk, and act as though you believe in yourself. Unless you do this—unless your actions are backed by your own belief, how can you expect *others* to believe in you?

Be a witness *for* yourself instead of against.

No stream can rise higher than its source. No matter how great your ability—how complete your education—yes, even how powerful your genius, your achievement can never rise higher than your confidence.

Have great expectations. Back them up with vigorous, never-wavering self-faith.

For—

Every calendar year holds at least three hundred and sixty-five opportunities in store for the self-confident man—the fellow who says, “I can and I will,” and then *does it*.

(c) AMBITION

Phil leans back on his stool, languidly thrusts his pen behind his ear, dreamily looks out of the window, and murmurs to himself, “Wish I had a million dollars.”

On the strength of that particular kind of wishing Phil considers himself an ambitious young man. What do you think?

On the next stool Joe's fountain pen steadily pushes over the ledger sheets, entering the day's checks. In the back of his head there's a little spur to endeavor that keeps saying, "Find a shorter, quicker way to do your work and you'll win advancement."

That night the day's balance on New York checks comes through. The total of Joe's entries for that day tallies; his sheet is marked O. K. and it goes to the basket to be filed away.

He is working eight hours a day striking a balance with which to check another fellow's work. And six other clerks in his department are doing the same thing.

A bright thought is born in Joe's busy brain. He starts studying, weighing, watching, and comparing.

One week later in he goes—right on the carpet in front of the auditor of the bank.

"What does this boy want?" thinks the auditor. "A raise in salary?"

Not directly. Joe wants an opportunity, and he's made one for himself.

"Mr. Bell," back of his words are the confidence born of knowledge, "there are seven clerks working on exchange. I'm one of them. We enter checks all day. At night, if

our balances tally, our entry sheets are filed away and seldom, if ever, referred to again."

The auditor speaks, "What of it?"

"Just this: Two men with adding machines can do the same work and get the same results as the seven fellows now in the department. The adding machine tapes can be filed away in the same way as our handwritten record sheets. It will save time and money."

Why hadn't they thought of this before? Another of those unexplainable little side ruts that sometimes develop in big institutions. Adding machines in every department of the bank save this one.

Joe and two other men are put on machines to test the idea.

It proves practical. The old seven-man department is abolished; its manager is reduced to the ranks.

A new three-man department springs into being; Joe is the manager.

And then that little spur in the back of Joe's head advances his goal just a trifle farther ahead.

Phil—yawning—says to himself, "Some folks have all the luck in this world. Wish I had a million dollars."

No matter what your present condition may be, there's something just a little better right within your immediate reach.

Real ambition keeps you striving for this "something just a little better" and the minute your hands close upon it, the mark goes ahead once more.

Marshall Field didn't decide one morning to be the greatest retailer of his time in America and wake up the next day to find that his dream had come true.

There are too many men that expect to scale the Capitol steps in one jump.

The fellow who is willing to take one step at a time is the man who eventually reaches the top.

In the literal sense of the term, there's so little luck in this life of ours that the fellow who waits for it to come his way is very, very liable to be still waiting when Father Time arrives with his inevitable scythe.

The best substitute for luck is ambition.

And ambition is simply a strong mental hunger for certain things.

Let your hunger be for things within your reach. Then want them with all that is in you and ACT.

Step by step—with slow but steady progress—ambition leads men to goals that are never reached via the "one-jump" route.

(d) **WILL-POWER**

Will-power is the guiding force of human destiny.

Power of will lifts man past physical handicaps; a giant will has put a crippled body in the executive seat of one of the greatest properties in America.

Consider the will-power of Napoleon—the one thing that carried him past obstacles that seemed insurmountable. In the face of defeat, disgrace, exile, and imprisonment his giant will struck off iron chains and brought him back a conqueror.

Look about you in the world of commerce for the men of will who've found the way.

Will-power is a commercial asset, the value of which is far beyond human reckoning.

Electricity is a recognized force of nature.

And will-power is the corresponding force of humanity—just as real and as much of an actual driving, living force as electricity.

You see electricity driving street cars. You see will-power driving men.

First of all comes the desire to do a definite thing.

Then comes the will that does it.

Don't confuse stubbornness and inflexibility with will-power.

Stubbornness is the "cast iron" of humanity. It breaks before it gives.

On the other hand, will-power is the "highly tempered spring" that yields to conditions but instantly returns to place when the pressure is released.

The stubborn man is the victim of prejudice or ignorance.

The man of will is ready at the proper time and place to recede from his position—but only for the purpose of getting a better start. He never stands still.

Now mark this:

Nothing—absolutely nothing in this world—is impossible to the man who can will strongly enough.

If mere "wishes were horses, all would ride."

It isn't the absence of desire that keeps people from achievement.

We all *want* things.

But lack of the will-power, not merely to begin, but to continue—day after day after day—yes, even year after year, if necessary, is the wrecker.

Put energy and decision and unfaltering belief back of your will and thereby gain a power that does not recognize the possibility of failure.

Will—will with all that is in you.

Will persistently, intelligently, and for a definite goal.

Use that God-given force within you which makes mind greater than body.

You have will-power.

Don't let it lie latent.

Use it.

(e) CONCENTRATION

Look at that baseball fan. Three men on bases and two strikes against the batter!

You could hardly divert that fan's attention if you fired a gun by his ear.

Why?

Because his attention is *concentrated*.

He is intensely interested in the play.

Any man—every man—finds it easy to concentrate upon the things he is intensely interested in.

That proves beyond the question of a doubt that we all have the ability to concentrate.

But to commercialize that ability—to give it a business value—we must train ourselves to concentrate on any given thing at will.

The fellow who can sit down in a noisy room and solve an intricate mathematical problem has to concentrate.

Concentration focuses all your powers upon the problem before you—the question at hand.

Irrespective of surroundings, it brings all your faculties to bear wherever and whenever you desire.

Concentration involves *thinking*.

The fellow who jogs along in a half-hearted, mechanical sort of way, without using his brain, simply can't concentrate.

A salesman working along that line becomes an order-taker.

To concentrate, you must think—use that brain of yours. And you'll be surprised at the comparatively small number of people in this old world of ours who really do think.

Orderly planning of your work—a well-rested brain—deep interest in the thing you are doing—these are helps to concentration—all of them.

But practice is the one thing which will eventually enable you to concentrate at will. Try memorizing. Concentration is compelled when you commit anything to memory. And remember—the more you try the easier it is.

Concentration puts more working hours in your day, because the man who concentrates will do in minutes what the random thinker takes hours to accomplish.

There's one simple rule for concentration.

It's infallible. Here it is:

*To Concentrate, Dismiss Everything Else from
your Mind except the Subject at Hand.*

(f) SINCERITY

Like breeds like.

The fellow who goes through the world with a flippant, thoughtless attitude finds that self-same thing in others.

As Hugh Chalmers says, "You can't throw a tea-pot at a man and have it turn to a tea-cup on the way. You can't talk insincerely and convey an impression of sincerity."

And that is just about the whole philosophy of sincerity.

What is it anyway?

Just honesty, and earnesty, and a deep-rooted, unshakable belief, all rolled into one.

And when you've got it in you, the other fellow can't help but feel it.

If you expect to be believed, believe yourself—be sincere.

Sincerity isn't a tone of voice or a look in the eyes.

It goes beyond; from tip to toe you've got to feel it yourself in order to get it across to the other fellow.

And sincerity, first of all, has got to last.

Shortcuts from the straight road in business are always longer than the traveled path.

An unfair deal—an insincere attitude—is sure to be discovered in the end—and that's the wrong end.

You simply can't avoid responsibility for your actions and your words. Not as a question of ethics or morals, but as a result of the plain, ordinary, everyday variety of horse-sense, make your way the sincere way. It will *pay*.

Who was it said, "To have friends, *be one*"?

I'll transpose that, "To impress people with your sincerity, *be sincere*."

In the preceding pages the six factors of MENTAL IMPRESSION have been briefly covered:

FEARLESSNESS—SELF-CONFIDENCE—AMBITION—WILL — CONCENTRATION—SINCERITY. When you have these things your mind "strikes fire" when it encounters another mind.

You don't have to tell a man that your eyes are blue.

He *sees* that for himself.

When you possess these things, you don't have to say to a man, "I am fearless, self-confident, ambitious, strong-willed, sincere, and capable of concentration."

He *feels* it without being told.

And when all is said and done, that is PERSONALITY to be able without effort to make the other fellow feel that you are mentally strong and capable.

So closely is the mental chain interwoven that these qualities are almost inseparable.

You must have them all.

And if you realize their importance and practice you *will* have them.

The result—*personality plus*.

Is it worth while?

GROUP THREE

CONSCIOUS IMPRESSION

That which you make by deliberately exercising certain acquired powers to influence in your favor the people with whom you come in contact

Made by
YOUR
USE
OF

- (a) MEMORY
- (b) EFFECTIVE SPEECH
- (c) SUGGESTION
- (d) TACT
- (e) INTEREST
- (f) INITIATIVE
- (g) RELIABILITY

(a) MEMORY

Is it necessary to spend any time discussing the commercial value of a good memory for names and faces?

I think not.

The very fact that you can remember a man's name and face after meeting him once is in itself an asset that can be capitalized at a high figure.

Most men have said at one time or another, "I wish I had a good memory."

But in spite of what anyone may think, a good memory is positively not the result of a special dispensation of Dame Nature. It's acquired by the simple old formula of knowing how and practising.

In this particular case the "know how" consists of two simple rules which constitute a never-failing recipe for remembering.

Names and faces in conjunction are the things you want most to be able to remember.

And the same rules that give you this ability will increase your memory powers all along the line.

You'll find lots of men who'll say, "I remember your face but not your name."

Why?

Simply because when you were introduced the other fellow *looked* at your face but didn't *listen* for your name.

In the confusion of an introduction—the physical action of hand-shaking, etc.—the name is lost, nine times out of ten.

In that almost childish explanation you will find the real reason why nine men out of ten fail to remember names.

But here follow two simple, easily understandable rules which constitute a real cure for bad memories.

Rule 1—Repetition

If you want to commit a line or two of verse to memory what do you do?

The natural thing, of course—*repeat* it until you know it by heart.

To remember a man's name or data or information, do the same thing—repeat it.

Nothing mysterious about that, is there?

In talking to a man you have just met, use his name several times in your conversation; repeat it verbally as well as mentally.

At the end of each day—for practice—review its events.

And the more you practice repetition the fewer times you will have to repeat to fix a thing firmly in your memory.

You remember the faces of those you meet *often*. That is from repetition.

To remember the face of a man you meet once, *get the effect of repetition* by looking full in his face *all the time* you are together.

Remember faces, not by some individual feature or peculiarity, but as a whole—an entirety.

Summed up—to remember a thing—*repeat it*.

Rule 2—Intensity of Impression

Translated into plain everyday English, “intensity of impression” simply means that you must *pay attention*.

The man who fails to get your name on the introduction is usually paying more attention to trying to squeeze your hand off or look you right in the eye than to listening for your name.

Pay attention; try to get a clear-cut mental picture of the faces and names of the people you meet.

Use both your eyes and your ears.

Consciously take notice of everything you see and everything you hear.

Then bring *repetition* into play.

You will remember all that you wish to remember.

As a matter of fact, there are *four* rules for remembering.

The two I haven't touched on are the "association of ideas" and "ingenuity" methods. These are the bases on which most of the memory schools have based their courses. They are laborious and burdensome—the longest way around. That is why I haven't touched on them here.

The two simple, easy-to-apply rules of repetition and intensity of impression will, with practice, give a man what he wants—a clean-cut, quick-acting, sure memory for names and faces and information he wants to retain.

(b) EFFECTIVE SPEECH

Patrick Henry's "Give me liberty or give me death" speech indelibly registered itself on the hearts of a people and the annals of the world.

Yet—*identically the same words* from the mouth of the graduating schoolboy fail to produce anything but yawns and a desire to get it over with on the part of his audience.

"Rather a far-fetched comparison," say you. Granted—but it drives home one great, big point, namely, that the paramount difference between effective and ineffective speech lies in DELIVERY.

Now a knowledge of oratory, in the accepted sense of the word, would never pay you a dividend of one cent on the dollar.

But—a knowledge of the principles that will make ordinary, everyday speech effective will stand you in stead every working day of your life.

You certainly want to speak effectively, forcefully, and in a manner that insures interest and conviction on the part of your listener.

A droning, lifeless monotone—a voice without inflection or expression—makes one of the most brilliant newspaper men in America extremely difficult to listen to. Fifteen minutes of his talk is enough to make you want to jump out of the window—go anywhere to get away from it.

Yet the thoughts he gives expression to are wonderful. Put in the mouth of a man who possesses even a mediocre delivery, they'd chain your interest. Write them out on paper and you'd have a model in diction, fire, force, logic, and thought.

But his miserable delivery discounts the value of his spoken word at least 90 per cent.

Your voice and your words are the vehicles that carry the thoughts from your mind to that of the man you're talking to.

The art of effective speaking enables you to transfer promptly and without loss the complete creations of your brain to others. Through this ability you make your

ideas their ideas—induce people to accept your judgments—bend them to your will.

All men have ideas.

And yet comparatively few are effective speakers, in the sense of being able to put their ideas clearly, forcefully, and effectively into words.

The same basic principles lie behind a Krupp cannon and a Winchester rifle.

But the fellow who took a Krupp out on a deer hunt would be a fit subject for the alienists.

The same fundamentals lie behind oratory and effective speech.

But the fellow who tries to put the “Krupp” of oratory behind his every word only makes himself ridiculous.

But—in a modified form, the two governing principles of oratory, understood and practised, will make you an interesting, effective everyday speaker.

Now the foundation of effective speech is in the principle commonly termed:

Retention of Well-Organized Ideas during Delivery.

But to make your words interesting—to make them carry conviction, you must bring into play another principle, namely:

The Technical Control of Voice during Speech.

Going back to the first principle, the best definition of "Retention of Well-Organized Ideas during Delivery" that I can give is, "Knowing *what* you are going to say and *how* you are going to say it before speaking."

The trained human brain works almost as fast as the wireless flash. Once accustomed to it, you'll find yourself organizing and outlining a ten-minute talk in as many seconds.

And the fellow who thinks before he speaks, and then follows his mental outline, is on the highroad to making his words worth listening to.

As an example:

LeRoy, in charge of the advertising for the Western Cereal Company, is in conference with Deagon, the manager, regarding their Hominy Grits, which have failed to sell. He says:

"Now, I want to say that Hominy Grits haven't sold very well and I don't know why. I think we ought to make a premium of them. I can't understand why they don't sell, because they're certainly good. The jobbers aren't pushing them. Maybe that's the reason. Why not put them out as a premium on our Rolled Oats? You know what I mean. I think that's a pretty good scheme. What do you think?"

And if you think the example above is exaggerated, listen to a few men presenting their ideas. Note the lack of continuity—the unnecessary phrases—the jumbled-up effect of the whole. The trouble with LeRoy is that, like

most men, he is speaking as he thinks—failing to organize his thoughts beforehand.

If he had spent thirty seconds getting his idea into shape, and then followed his mental outline as he spoke, he would have said something like this:

“The dealers do not call for HOMINY GRITS; consequently our jobbers are not pushing them. On SILVER OATS we were considering offering the dealer a cash quantity discount if he would buy in ten-case lots. Let’s forget that scheme and offer instead a certain quantity of HOMINY GRITS with every ten-case purchase of the OATS. The GRITS will serve as an inducement to help sell OATS. And as a premium it will automatically find its way on the dealers’ shelves without resistance. You know that our difficulty has been to get the jobber to sell the dealer. Once in the retailers’ stock, it will sell. What do you think of that plan?”

Now which presentation carries the meaning best? Which one really conveys LeRoy’s thought to his general manager?

The first specimen is the average “off-bat” effort. It beats around the bush—has the beginning in the middle and the end tacked on in front.

The second is the presentation of the fellow who thinks before he speaks—who has the thought clear in his own mind before he attempts to transfer it to another.

And the difference between the two starts before a word is said.

It pays to think before you speak.

Now the second principle, "The Technical Control of Voice during Speech," is the *use* to which you put your voice—the emphasis, word-shadings, degree of life—the things that actually make your words *sound* interesting.

From the proper use of this principle comes earnestness, sincerity, the things that make your words real, living things to the fellow you talk to.

It's the "interest-insurance" part of effective speech.

It takes the flat canvas of your bare words and paints upon it a picture that by harmony of color, skill of handling, and general effect makes the passer-by stop and look—or rather—*listen*.

The average man is not a good talker—an interesting talker—mainly because he has never devoted any attention to learning *how* to talk.

The time you'll spend in learning how to talk well is one of the best time-investments you can make.

THE WHOLE ART—AND IT IS AN ART—OF EFFECTIVE SPEAKING IS A MATTER OF PRACTICE.

The following training in effective speech will give you (1) the ability to organize your ideas quickly before speaking; (2) the faculty of retaining well-organized ideas during delivery; and (3) technical control of your voice during speech.

The Training in Effective Speech

As a matter of health—if nothing else—you should practise deep breathing. It will at the same time develop your speaking voice.

Breathe through the nose—from the abdomen *up*.

That's the rule for correct breathing.

Make every particle of breath count when talking.

Every single bit of breath you exhale has a speaking value; utilize it.

Speak clearly.

Enunciate distinctly.

Avoid monotony of tone. Monotony destroys interest.

Vary the speed of your talk; give it variety by speaking slowly at times—rapidly at others.

Watch your listener to see that he “gets” what you are saying—that you are not verbally traveling too fast for him to grasp your meaning fully.

Vary the volume of your *voice*; speak low—then loud.

Life—action—that's what these things will put in your delivery.

Practise sincerity.

Say something you really believe with all the belief that is in you.

Then pattern your statements around that model.

Concentrate on what you say and the result it produces on your listener. When you speak make every word count.

The things above are the foundation work. The actual structure-building of effective speech will evolve itself from the four exercises that follow.

Exercise One

In the seclusion of your own room take a good, live, short story—something you are interested in.

For a half hour an evening, practice reading it aloud to an imaginary audience.

Use every inflection and every tone of your voice to advantage. Try to hold your audience by the interest of your story and your delivery of it.

Keep this up (changing the story from time to time) until you are satisfied that you are capable of reading aloud in such a manner that you can interest and hold your audience.

An interesting reader is well on the way to becoming an interesting *talker*.

You are then ready to take up the second exercise.

Exercise Two

Read a new story once.

Close the book.

Stop a moment and organize your thoughts.

Then—out loud—try to convey to an imaginary audience the thread of the story, holding the sequence, the plot, and the incidents therein.

Don't trouble about the words or phrasing. Devote your efforts to telling the story clearly and succinctly and understandingly.

Continue this until you find that you can read a story once and recount it aloud without losing any of the important parts.

When you feel that you are capable of doing this, you are ready for the third exercise.

Exercise Three

Read an article once. Close the book.

Then—in conveying your story to imaginary listeners, *try to make it as interesting as possible; try to hold your imaginary auditors by the force and fire behind your words as well as the interest of the story.*

When you feel you can do this, you are ready for the fourth exercise.

Exercise Four

Read something once.

Then—from memory—tell it to a friend or acquaintance in as interesting a manner as possible.

Try to hold his interest by your manner—your delivery—then by the story itself.

Watch the effect of your words.

These four practices will put you in a position where almost unconsciously you find yourself organizing *all* your thoughts, presenting your ideas with a beginning, a middle, and an end, and talking in an effective, forceful manner.

Know how and practise. That's all.

You've the first. The second is up to you.

Remember—the man whose words are *worth* listening to finds no difficulty in securing the right audience and holding it.

(c) SUGGESTION

Suppose—just suppose—that you could say to another man, "Give me your order," and have him hand it to you—

Suppose by simply saying, "Promote me," you could win promotion—

Suppose by saying, "Increase my salary," you could get more money—

What would it mean to you?

That sounds like the rankest kind of nonsense, doesn't it?

And yet in the last analysis, that is just exactly what proper use of the power of suggestion does. It dominates—molds to your will—the people with whom you come in contact.

Whether you're selling merchandise, selling your personality, or directing the work of others, the power of suggestion in your hands constitutes domination in the highest degree.

A lot of people associate "domination" with the loud, blustering man who tries to bluff and bulldoze everyone with whom he comes in contact.

As a matter of fact, some of the men who have made the most profitable use of the power of suggestion are well-mannered, quiet individuals who are running things to suit themselves without making any particular noise about it.

It is today an accepted fact that the human mind is dual; in other words, that every human being possesses two minds—the conscious mind and the subconscious mind.

Now for lack of a better description, the conscious mind may be termed the "working mind." It transacts and handles the ordinary, everyday, material affairs of life.

The subconscious mind is the one in control when the conscious mind is off guard or dormant, as in sleep, for instance.

Both the conscious and subconscious minds are amenable to suggestion.

As an illustration of how your subconscious mind works—

You meet a man; he is good-appearing, pleasant, a good conversationalist.

Your conscious mind weighs his every point carefully and decides that you *should* like him.

And yet, as a matter of fact, you have a feeling of repugnance toward the individual.

That is the result of an impression made on your subconscious mind; an unfavorable feeling has crept by the guard of your working mind and planted the seed of prejudice, seemingly without reason, in the mind behind.

Some people call this type of subconscious impression a “hunch”—others a “feeling”—but irrespective of what you call it, we have all experienced it.

Now to go a little further: Let's take as an example of the power of suggestion a common experience.

You get up in the morning feeling fine.

Your breakfast tastes good and the air has a tang to it that puts snap in your step.

As you're walking down the street, you meet a friend.

He looks at you in a peculiar manner.

"What's the matter? Been sick?" he asks.

"No," you answer. "Why?"

"Well, you certainly look terrible," he rejoins. "Your eyes are bloodshot. There are dark circles under them. You're sallow. I certainly thought you had been ill."

Right then and there suggestion begins to get in its work.

The blue begins to fade out of the sky and a dull gray takes its place.

You begin to *feel* sick—not because you *are* ill but because the suggestion has been brought to bear (probably unconsciously) by your acquaintance.

This is an example of the negative use of the power.

For the positive use in the same connection, turn to the mental healers who purely through intelligent power of suggestion are making the subconscious minds of their patients right the ills of their bodies.

Now the big point I want to make is that power of suggestion in your hands acts as a die, impressing on the wax of the subconscious mind of your subject just what you want to place there.

But a too sudden and too harsh use of this die brings the cold water of the working or conscious mind on the molten wax of the subconscious one and defeats your purpose.

To make the right impression, the die must implant it by a series of delicate touches, each one making the influence a trifle deeper until it finally becomes a force.

And realize that this influence gives an almost absolute control of the individual mind, attitude, thought, and action.

You must get the right kind of affirmative suggestion past the conscious mind of your listener without arousing its antagonism.

Sometimes the wrong *method* of using an affirmative suggestion will defeat its purpose. "This article is what you want" is a sound, affirmative suggestion.

But "This article is what you want"—in a domineering or dictatorial tone—will almost invariably wake the conscious mind to a feeling of resentment which is fatal to your purpose—pours cold water on the receptive wax of the subconscious mind.

For your purposes the power of suggestion defines itself as the art of introducing what you want there into the mind of another in an indirect and nonargumentative manner.

Go back and read that again.

The first step of suggestion lies through the secondary channels, which consist of your personality as treated upon in this section, your appearance, the effectiveness of your speech, and the rest of the factors that control physical, mental, and conscious impressions.

It is hardly necessary, since this milestone deals with these factors, to cover them again in this particular section.

However, realize that the secondary channels of suggestion are the foundation that make possible your successful building through the primary channel.

The primary channel of suggestion lies through direct oral suggestion to the conscious mind, which in turn indirectly conveys it to the subconscious mind, where it awaits the succeeding affirmative suggestions you use to build it to the receptive or action point.

Negative suggestions tear down. Avoid them as you would a pestilence.

In retail selling, "You don't want anything else, do you?" and "Nothing else today, was there?" are common examples of negative suggestion. They make it easy to say "No"; in fact they put the answer in the listener's mouth.

Positive or affirmative suggestions build up.

Those two points should enable you to determine intelligently the kind of oral suggestions to use for maximum results.

Argument is fatal to the successful use of suggestion. It builds up an antagonism in the working mind that completely blocks all effort to get past the barrier and must be overcome before the subconscious mind opens once more to your efforts.

Indifference acts as a negative suggestion. Keep interested and interesting.

Hesitation and doubt act as negative suggestions. Be certain; don't hesitate.

Keep your proposition away from debatable situations as you would steer a launch clear of the rocks. Concentrate as many of the senses as possible. For example, through the voice you command your listener's sense of hearing. Through an occasional gesture or looking your man in the eye you command his sense of sight.

Holding ears with your voice, holding eyes with your gestures and eyes, step by step you lead your listener to your way of thinking.

This is along the lines of least resistance.

Now your constantly repeated affirmative statements, delivered in a voice and manner carefully calculated not to arouse antagonism, gradually break down the powers of resistance of the person you are talking to.

In the course of a selling talk, for instance, in prefacing his proposition where he is desirous of gaining his listener's interest, the salesman who is using suggestion will say from time to time, "Here's something that I

know will *interest* you," "This special feature is sure to *appeal* to you particularly," and so on until the man he is talking to actually *does* feel interested. The first impression necessary—that of interest—has been successfully implanted upon the subconscious mind. He is interested.

Then watch the salesman's next move. He now wants to create desire for his product. Right along in his demonstration, unobtrusively he plants such affirmative suggestions as "When you have this in your store," "Your profits will be higher when you are selling these," "Your good business judgment is the thing that's going to make you buy," and so implants in the mind of his prospect the feeling of already handling what he is selling. He is getting past the conscious mind and sowing the seed of ownership in the subconscious mind.

Now the salesman is ready to take the order—feels that the time is ripe. Note how he avoids a negative suggestion that might invite a negative decision. He puts it up in such a way that the prospect finds it hard to say "No." He closes his order by some such strong affirmative suggestion as "Shall I send it by freight or express?"

The man, whether he be salesman, employer, or employe, who understands the power and application of suggestion can positively and absolutely mold the other fellow's mind. When this is accomplished, the matter of his *action* is easily under control.

Every single idea, whether in the conscious or subconscious mind, must express itself in appropriate action. The only thing that can prevent is an opposing thought.

The human body is so constituted and so controlled that when given a clear field, the second an idea becomes strong enough, it automatically brings about the action suggested by the idea.

Here is the whole science of suggestion summed up. From it, with practice, you can develop the actual practice to meet your own individual needs.

Primary Channel

Through direct affirmative oral suggestion which carries your desire past the conscious mind and little by little molds the subconscious mind of your listener to your way of thinking.

Secondary Channel

Through your appearance, your personality, the effectiveness of your speech, tact; in other words, the things you possess which create favorable physical, mental, and conscious impressions with your listener. The secondary channel is in reality the foundation necessary for the successful use of the primary channel.

Before leaving suggestion, suppose we spend a few moments on the vital subject of AUTO-SUGGESTION.

AUTO-SUGGESTION is simply exercising the power of suggestion upon one's own subconscious mind.

Human beings are so constituted that we are even more amenable to suggestions emanating from our own brain than those coming from the minds of others.

All the mind qualities, such as confidence in oneself and one's power of accomplishment, can be readily built up by utilizing auto-suggestion.

It represents self-mastery and is really the only sound basis for building the powers treated on elsewhere in this milestone.

The science of auto-suggestion is this: Implant certain ideas so firmly in your mind that it has no room for conflicting ideas.

The basis of auto-suggestion is a firm resolution—made like a pledge or an oath and as religiously adhered to.

Be as solitary and as serious in implanting these thoughts and ideas in your mind as you are about your prayers.

Just before retiring is a good time to practise. Repeat these inner promises you are making yourself for several minutes day after day after day and you will find that these ideas which you are planting in your mind reduce the chances of opposite ideas more and more. Finally they will inhabit you—be part of you.

Here—in a study of suggestion—you will find the key-stone of the arch of man-power.

It's in your hands—right now.

What are you going to do with it?

(d) TACT

The man who thinks before he speaks and, when he thinks it best not to speak, keeps silent, is tactful.

Argument, in the ordinary acceptance of the term, is positively the most useless thing in the world.

No man ever made you think his way by arguing with you.

Argument arouses your antagonism and even if the other fellow is right that barrier within you prevents you from accepting his views.

The other paths to conviction are sure and certain.

But argument is a sure and certain road to trouble.

Consider, please, what is the commonest rock on which people split?

Argument.

You have one opinion.

Jones has another.

You begin to argue.

And when you get through, your stock has dropped in his estimation and his in yours. What's the use?

Avoid argument. It's the leprosy of life.

When a man brings up anything as a basis for argument, either keep silent, change the subject, or if it is necessary to bring him to your way of thinking, do so by agreeing with him first and *leading* him to your views.

The seven fundamentals of tact are:

- (1) Speak well of everybody or speak not at all.
- (2) Avoid argument.
- (3) Don't bring up debatable points or subjects.
- (4) Make non-committal answers, keep silence, or change the subject when a question is asked that is liable to lead to trouble.
- (5) Consider the consequences of your taking sides or making statements before so doing.
- (6) Consider the effect of your words on your auditor before you utter them.
- (7) Consider the effect of your words, provided your listener tells others what you have said.

Taking the above rules literally, they might be construed to mean that a man's attitude toward the world in general must be "wishy-washy"—"milk and water."

Not at all. You can follow these fundamentals and still entertain the most decided kind of opinions, mold others to your way of thinking, and accomplish your ends.

Look at Lincoln—a man universally beloved, admired, yea, almost worshipped.

Lincoln had native or instinctive tact.

No one ever accused him of a "milk-and-water" attitude. Yet he accomplished almost the impossible.

It all harks back to the one principle of thinking before you speak.

You can be tactful by doing certain things.

You can be tactful by *not* doing others.

What's the use of stringing this out into an essay on tact?

You know as well as I what it consists of.

The one thing you do need is to realize its importance.

Tact is the mortar that cements the bricks of human association firmly together.

Without it your structure—business or social—crumbles at a careless touch.

With it you build for life.

(e) INTEREST

There are certain traits of human nature found in 99 per cent of the people on the face of this globe.

The wise man knows these traits and takes advantage of them.

Flattery—broad, unqualified flattery—is despicable.

No self-respecting man will use it.

But for lack of a better term, I shall have to class the leverage treated herein as a form of flattery.

But it is so subtle, so sure in its results, that it is really a manipulation to your own ends of a universal trait of human nature the world over.

Now, first of all, realize that you are more interested in your own affairs than mine.

Smith is more interested in Smith's affairs than in those of any one else in the whole world.

And so on—round the globe—in every nook and corner, crevice and cranny, be the man of high or low degree, he himself and his affairs is the uppermost, the paramount, the most interesting subject in the world to him.

How can you turn this fact to your advantage?

Simply by being interested in other men and their affairs.

Not curious—but receptive.

There is a big difference; mark it well.

To prove that interest is a subtle and sure factor, take Cramer talking to Way.

For one hour straight, Cramer talks about his affairs—what he has done—what he is going to do, etc., etc., etc.

Way listens, occasionally interjects a remark showing that he is interested, but in the main does nothing but listen.

They separate.

Cramer meets another man. "Just left John Way," he says. "Do you know that he is one of the brightest, most agreeable fellows I have ever met?"

Do you consider that exaggerated? It isn't. Too mild, if anything.

You say, "But lots of men are reserved about their affairs. They won't discuss personal things with a stranger."

That's true—in a measure. That type of man is like a reservoir. You've got to tap it, but once started the stream will come just as surely as from an open pipe. A well-gauged remark opens the way every time.

Get the other fellow's story. Don't cut him short to tell yours.

Listen to his tale of woe. Sympathize with him.

Listen to his tale of accomplishment. Congratulate him.

Show interest in his affairs so that when the time comes he is morally bound to show an interest in yours.

And—all the time you're having laid open before you the greatest text-book in the world—the other man's mind. From your study of it you will gain the knowledge

of how different men's minds work under certain conditions. You will acquire an ability to forecast the outcome of situations which is almost uncanny.

And as for immediate results—your interest in him will be repaid by his interest in you and your affairs.

Be receptive.

Be interested.

It pays.

(f) INITIATIVE

I'll take your ability for granted.

If you want maximum returns from the exercise of that ability, you'll have to add initiative.

Fortune grants her highest favors to the fellow who doesn't have to be told—who finds out for himself what needs to be done and then does it.

Here are the steps—if you can so term them—of initiative:

Step a.—Looking for opportunity

Step b.—Finding out how to take advantage of it

Step c.—Actually doing it

Consider Charlie Chapman, our new office boy.

He noticed that our distilled drinking water bills ran high.

Step a.—Looking for opportunity—how to cut down water bills.

The water tank stood in the outer office. Charlie noticed that errand boys, solicitors, outsiders were consuming more of the water than the office force itself.

Step b.—Finding how to do it. Charlie decided that if the tank were less accessible to outsiders the water consumption would be smaller.

Step c.—Actually taking advantage of the opportunity he created for himself. He moved the tank inside the railing—out of reach. Outsiders now get their drinking water elsewhere. Our bills are cut in half.

That's initiative. Small thing, yes, but Charlie's initiative is proved by the fact that, without being told, he has our desks clean in the morning; without being told, in his spare time, he has gained a working knowledge of type-writing and is just about three times as valuable as the last boy we had. There's something in store for him.

Let's apply the three steps of initiative in another walk of life and see how they fit.

Step a.—William Wrigley in the chewing-gum business. Decided that some one flavor must have a universal appeal to the gum-chewing public.

Step b.—Experiments with a number of flavors. Decides from actual test that the Spearmint flavor should hit the taste of nine out of every ten gum-chewers.

Step c.—Plunges—backs his judgment with his all—markets Spearmint in a way that insures maximum results from his initiative.

And if million-dollar advertising contracts and earnings that look like national bank deposits are any criterion, Wrigley's initiative has cashed in big.

Now there are certainly other men in the chewing-gum business who had the same degree of ability that Wrigley possessed.

But he was the one man with real initiative and dynamic force who looked for opportunity and when he found it, acted.

This world is full of things waiting to be done and people who are capable of doing them.

But most men wait for the task to be pointed out—wait for the word to go ahead.

The fellow who keeps his initiative on the job is his own best boss.

And that's the first step toward being boss of other men.

(g) RELIABILITY

Kawing Su is a Chinaman.

He is in the silk trade.

One unlucky year he took an order for one hundred cases of pongee.

The goods were sold with the understanding that they would be up to sample.

But that year there was a shortage of raw silk.

The mulberry trees suffered from the drought and the worms produced less than one-half the usual number of cocoons.

But Kawing Su delivered the goods up to sample and at no advance in price.

He delivered goods up to sample as his fathers had before him.

They do things that way in China. They've lived long enough to know that reliability counts—that one gain by trickery or hedging cheapens a man or a name more than ten years of honesty can exalt it.

Two men are candidates for promotion.

In ability—the general manager feels—they are *equal*.

Reliability is the factor that weights down the scale in favor of one or the other.

When from acquaintance with a man you feel absolutely certain that his word once passed will be lived up to, his reliability is worth cash money.

Couple ability and reliability and you've the prettiest team that ever pulled a man out of the ranks into an executive chair.

Reliability must be based on the little things as well as the big ones. To gain a reputation for being reliable you have simply got to *earn* it.

Lots of men are absolutely trustworthy in the big things and unreliable in the little ones.

Then they wonder why people consider them unreliable.

Don't promise what you can't perform.

But when you do promise, deliver.

And whether it's a big business task or an appointment to go to the theatre, if you say Tuesday at eight o'clock, make it Tuesday at eight o'clock—or sooner.

It may be a pleasant form of self-flattery to feel that you have the little eccentricities of genius that make you take no account of time, but believe me, brother, the cashable quality of promising only what you can perform and being on time in work and play puts old-age security in the bank. And that's what you're after.

A LAST WORD ON MILESTONE NUMBER TWO

The source of all human knowledge is a successive building on the findings of others—evolution.

From friction sticks to flint and steel—then step by step to the sulphur match—man groped his way upwards to portable pocket fire.

Everything you wear, live in, use, travel on, is the result of this self-same evolution.

For the first time in the history of the ages, business—that stupendous force which governs human progress—has begun to analyze its “why’s” and “wherefore’s”—the reasons behind the moves ahead.

And business—in the last analysis—is simply a multiplication of men.

Know men—know how to win men—how to handle them, and you know business.

Let your fearlessness, your self-confidence, your ambition, your will, your concentration, and your sincerity so amalgamate and grow that the men you meet will recognize and respect your personality—your mind qualities.

Let your memory file away for instant reference the worth-while things you see and hear.

Let your speech convey forcefully, interestingly, and convincingly the thoughts from your mind to that of your auditor.

Let your knowledge of suggestion form your own life and bend others to your will.

Let your tact guide your footsteps safely past the little pitfalls that turn sometimes into big stumbling blocks.

Let your interest in other people justify their interest in you.

Let your sincerity make your every move, action, and word solid gold.

Let your initiative force the action that finds opportunity.

Let your reliability blanket the whole with that feeling which makes men willing to trust you with their all—to stake, yes, their very lives on your spoken word.

And remember that you may know all these things—know how to use them, and yet not profit thereby.

A man may spend twenty years studying how to hit a pitched ball; yet, without practice, all of his labor goes for naught.

But add to his theoretical knowledge a few weeks of practical application in swatting the leather sphere with a hickory stick and he begins to cash in on his knowledge of principles.

First of all, you must have the knowledge.

But to profit you must apply it.

In plain English, only action brings reward.

TEST QUESTIONS

1. How many persons or things do you accept as good or capable simply because they appear good?
2. Why are first impressions so tremendously important?
3. Through what three channels do we make our impressions upon people?
4. What two big factors determine the physical impression which we make upon people?
5. What six channels govern the mental impression which we make upon people?
6. What seven factors may we use in making our conscious impression upon other people?
7. How many Darlingsons do you have among your list of acquaintances? To your knowledge, are any of these hampered by their eccentricities?
8. What concrete application can you make of the health charts presented in this milestone?
9. As you make a self-analysis of your own personality, which of the mind qualities that go into the making of a good mental impression do you need to strengthen in yourself?
10. Do you analyze every phase of your work with the idea of making a better conscious impression through the use of the seven channels outlined in this work?
11. Did you ever find a more simple and yet effective guide for memory training than that given in this milestone?
12. Have you consciously trained your voice and speech with the idea of assisting you in making a better impression among your associates?
13. What is meant by suggestion?
14. Are you checking your spoken and written matter so as to make everything that goes into it conform to the rules of positive rather than of negative suggestions? It pays to make this analysis.
15. What helpful ideas has this milestone given you concerning the personal equipment which you need for business success?

MILESTONE NUMBER THREE

SELLING PERSONALITY

The largest just reward this world holds in store for any man is *the full cash value of his services*.

Because—while some men get *less* than they are worth, the most any man wants or hopes for is *all* he earns.

Business mariners who have brought their craft safely through the shoals and breakers of life into that ultimate port called “success,” have charted and mapped a course which you can safely and profitably follow. Sailing directions are simple.

First, as insurance against *under-payment*, learn to sell your personality and ability at its full market value.

Second, keep on building and adding to what you have to sell; day by day make yourself worth a little more and year by year collect for it.

Who wants to buy an industrial stock that passes dividends, stands still, or decreases in value?

You'll find your answer in the stock offerings that have no takers.

What concern wants a man who stands still or goes back?

You'll find the answer to that question in the army of unemployed.

BIG VS. LITTLE JOBS

Look at the want ad columns of the Sunday papers. At a glance they'll tell you how many people are seeking and striving and driving for the fifteen and twenty dollar a week positions.

Competition is keen for the bare livings—a hundred men fighting for every job.

✓ But when it's a five, a ten, or a twenty thousand dollar position—then—as a rule, the job goes hunting for the man.

Here's a trite old truism. But—read it and heed it.

✓ The high-salaried man who is *worth the price* is harder to find than the proverbial hen's teeth.

The big positions find few applicants; the little jobs have a waiting list.

One morning Ira Potter wakes up to find himself out of work. His firm has failed overnight.

Ira, not in a position to live on the interest of his money, gets a newspaper and starts answering the "Bookkeeper Wanted" ads that look best to him.

Along with just exactly one hundred and sixteen other letters, in due course Ira's application reaches one of the advertisers and the time is set for an interview in person.

Finally—in competition with one hundred and sixteen other human beings, Ira lands the position. Twenty dollars a week. A niche carved to fit the man who is satisfied with what life chooses to dole out to him—food, clothes, a place to lay his head, and the right to exist.

The Belt Smelting Company wants an auditor. It needs the right man and needs him badly. Its cost figures vary materially from its records of actual material, labor, and overhead expense.

And correct figures—better methods—may mean a saving of from fifty to seventy-five thousand dollars per year.

The directors of the company are all active executives of the concern. They call an informal meeting and cast about in their own organization for a competent man. But they fail to find him.

In all their gigantic office force it seems as if no man has built himself to meet and grasp this exceptional opportunity. At least, if the man is there, he has neglected to “sell” the men above him—failed to make himself known.

So—though the need exists, the man is lacking.

They cast about; they puzzle; they figure. “Where—how—can we get a man who will reconcile and cut our costs?”

The auditorship pays six thousand a year to start. The right man can double his initial earning if he produces—delivers.

And the men at the head of the Belt Smelting Company positively and absolutely don't know where to turn to get the executive they want.

Yet—the day before—one hundred and sixteen humans made application for the twenty dollar a week bookkeeping job.

In charge of the costs of the Newles Company in Pittsburg is a thirty-five-year-old dynamo who signs his checks "Harrison Landon."

His work has been remarkable; it has been noted by outsiders as well as by those above him.

So—winding slowly along the grapevine telegraph, word reaches the Belt people of a fellow in Pittsburg who *might* be the right man.

In Landon's morning mail comes an invitation to call on the Belt Smelting Company.

The six thousand dollar job is seeking the man!

One month later, intrenched behind a mahogany desk in a private office, Harrison Landon is on his road to a five-figure salary.

The job has *found* the man. The directors are congratulating themselves on having secured his services and are doing everything in their power to help him get a fair, square start.

In the big general office a new bookkeeper, Ira Potter by name, is figuratively sweating blood in a vain effort to

conform to the new system he is working under. At a battered desk the chief clerk turns a dubious eye upon him and his labor. "Wonder if that fellow is any good after all. Guess I'd better let him go Saturday. No trouble getting a new bookkeeper."

Think it over.

Both Ira Potter and Harrison Landon had the same starting point.

Landon didn't start at six thousand a year; six dollars a week hits nearer the contents of his first pay envelopes.

But he built his ability, trained himself, developed; and as his worth grew, his income grew. He sold himself all the way up.

The only kind of building Ira Potter did was the unavoidable brand that comes from constant repetition of a stated task.

And the chances are that right in the Belt Smelting Company's own organization there was a man who had built himself for the job that opened opportunity but failed to get even a look at it, simply because he had overlooked the necessity of selling himself and his possibilities to his employers.

Now don't misunderstand me. No clerk out of the ranks could have made good on the auditorship. But somebody *should* have been in line for that job. A man out of their own organization who had delivered every step

of the way would have been far preferable in the eyes of his employers.

There you have the three classes of men:

- (1) The fellow who doesn't try;
- (2) The man who builds his ability but fails to advertise it—to make his possibilities known;
- (3) The success—the combination of ever-increasing ability and constant personality selling—who wins in spite of the barriers.

And—after all—you can be *what you make yourself*.

Somehow or other, up to the time we draw down fifty dollars or so per week those stepping-stones of salary raises are far, far apart. Each one seems like the last and a tendency to lay down and be satisfied grows upon us.

But—that first pay check for fifty dollars as recompense for six days' service seems to act like a mental douche of ice-cold water—an awakener—an eye-opener—and the hundred dollar a week mark—yes, the two hundred dollar a week mark—heaves right in sight and seems almost within reach.

Then just a little longer pull and a little stronger one and the sky is the only limit so far as earning is concerned.

But the fellow who lays down and rests—who is satisfied—at any point—is lost; he's through. He becomes one of the vast army by the wayside which acts as background and scenery for the man who really goes through.

Bear this in mind: The fellow above you today comparatively but yesterday found less in his pay check than you do now.

And the future to him wore a cloak of mystery thickly studded with question marks.

But he pulled back that curtain and traveled the identical road that you are following to do it. There is no reason under the blue sky above why you can't do as much.

Now I'm going to repeat: Step by step—constantly adding to your store of knowledge—constantly fitting yourself for the step ahead—study and work; use every faculty within you; develop the latents; create new ones; build yourself, your ability, and your possibilities day by day; and sell yourself all the way.

When you stop to analyze it, the salesman selling goods on the road has just exactly three things to do: He first has to find a customer; he then has to make the sale; and last, but not least, he has to cultivate his customers—make them buy more.

Let's see just how these three steps check up with what you have to do in selling personality—in selling yourself.

They are identically the same.

You are your own wares. The man who employs you is your customer.

First of all, you've got to find your customer—locate a concern where there is an opportunity for you and which either needs what you have to offer or can be put in the market for it.

So far your efforts parallel those of the salesman.

Next you've got to make the first sale—actually land the position.

And then—where the salesman's work is to make his customers buy more of his wares, your task is to build the value of your services and get a just cash return therefrom—win promotion.

POSITION AND PROMOTION

Consequently this milestone automatically divides itself into two sections or divisions:

- (1) Locating and securing the right position
- (2) Winning promotion

Feeling that the majority of the men who read this book are more interested in the second step—winning promotion—than in the first, I was sorely tempted to reverse the order and put the last step first.

But—

Here is one reason why you will find the two steps in their proper order.

A man whom we will call Redding, principally because that is about as far from his real name as we can get,

started to work nine years ago as Sales Correspondent for a large manufacturing concern.

His salary was fifteen dollars per week.

Never mind the steps in between. To make it short and sweet, he progressed to the Sales Manager's chair and a salary of six thousand dollars per annum.

No question about his ability to sell his personality as well as to direct his salesmen how to market the wares of his firm. His quick promotion and steady progress bore witness to that.

The President of the concern was a progressive; he was the man who had recognized Redding's ability—fostered and encouraged his growth.

In the fall of 1913 the President died suddenly. The other officers—all extreme conservatives—old-school business men—took one look at Redding's six thousand dollar salary—and—cut it square in half.

Redding knew he was worth the six, refused to stand the cut, and resigned almost overnight.

Upon my word of honor, that man—a success in every sense of the word—was at as much of a loss to know how to go about finding another position as a boy just out of school.

He possessed ability and the knowledge of how to win promotion in a superlative degree, but he just didn't

have the faintest conception of how to go about looking for another position.

Yet there were fully ten six thousand dollar a year openings in the Middle West alone for a man of his training and qualifications—

Which is proved by the fact that within thirty days of the time that he was shown the way, he landed.

Redding's case is one of the big reasons why I've decided to start at the beginning and in logical sequence give you both steps of selling personality.

Certain things—accidents are about the only term we can apply—enter into this life of ours which upset the best-laid plans and create absolutely unforeseen situations.

It might pay you—yes, even you—to give the subjects of how to locate a position and how to land it a little consideration.

For—who knows?

No matter who you are—no matter what you are—ask yourself this one question:

If I were out of a position tomorrow morning,
where would I—where *could* I—go?

If you can honestly answer that question to your own satisfaction, you are fortunate indeed.

If you can't—read on.

Ninety-nine out of every hundred at present employed don't have to look one foot beyond the confines of their own business for opportunity. If they do, they run the risk of finding that some other fellow struck oil where they tried to raise rye and claimed that opportunity didn't exist on the land because of their failure.

But the fellow who, through the force of fate or unforeseen emergencies, is forced to seek a new location should act as carefully as the man about to invest one hundred thousand cash in a new venture.

For—your services—your time—is your capital—your all; when you accept a position, you invest it.

When a concern hires you they risk a weekly wage.

When you go to work for a corporation you invest your future—a part of your life.

So—act accordingly. See that the house is live—progressive; make certain they've the capital; see how your present training and ability fit in with their organization; look ahead a little. Forecast your future development and the market for it.

The farmer looks at the soil before he buys the farm. See that the soil of your prospective employer is suited to the seed from which you plan to grow your dollar crop.

Forget the "bread and butter" part of it. You want the right concern—first of all. You're looking ahead for the "cake."

You are old enough to know your own mind—to estimate your own ability and past training—the possibilities and lines of your future development.

Appraise it as you would the qualifications of another man; then set about finding a concern where conditions are propitious to your ultimate success.

Deliberate calculation beforehand saves many a sigh of regret for wasted time later.

Your first work is to locate the position and secure a personal interview.

STEPS IN GETTING A POSITION

Broadly speaking, there are six channels through which you can do this: (1) answering advertisements; (2) inserting advertisements; (3) personal acquaintance; (4) circular letters; (5) personal calls; (6) employment agencies.

The last two have been inserted simply to make the list complete.

Personal calls, or canvassing for a job, depreciate the value of your services in the eyes of your prospective employer—cheapens you.

Employment agencies are like a valet—you pay someone else to perform a service which you are better able to and should do yourself.

Eliminating these two methods, we have left four sound, well-defined methods of finding the job and securing a personal interview. Here they are:

- (1) Answering advertisements
- (2) Inserting advertisements
- (3) Personal acquaintance
- (4) Circular letters

These I will treat in the order named above.

This book is destined to find its way into the hands of many men—men of varied occupations, positions, and requirements.

Consequently it has been deemed best in the pages following to deal with fundamentals rather than specifics.

A sound fundamental once grasped and understood is universally applicable and can be used by anyone, anywhere. Specifics are woefully limited in their scope.

And—the man who is not capable of taking the fundamentals offered herein and building upon them a structure which fits his locality, conditions, and situation is not the man I'm talking to anyway.

ANSWERING ADS

Look in the shop window.

Pick out the positions displayed that look good to you.

Open the door; enter and inspect 'em.

That's just what it amounts to.

The want ad columns of the city newspaper are great show windows; they display positions—openings—thousands and thousands of them—for everyone from office boy to general manager and in between—small jobs offering men a chance to compete—big jobs seeking THE man.

If you want to “open the door”—to get a closer view—write a letter saying so.

The man who feels that it's beneath his dignity to answer a want ad is an unqualified ass.

Some of the best concerns I know—Dun and Bradstreet recommend 'em with the double A 1 mark—recruit and fill practically all their vacancies that can't be supplied from their own organization through the want ad columns of daily newspapers.

And some of these vacancies have paid big salaries to the men who filled them.

Look here!

On one side of the fence we have the corporations who need the men.

On the other side we have the men who are capable and want the positions the corporations offer.

A newspaper want ad bridges the gap—places the position in the show window where the right man can see it.

Where your grandfather drove a horse, you take a train and cover a distance in an hour that took him a day. Use *all* the conveniences the Twentieth Century offers you. The advertising show window is one of the biggest.

The fellow who is in a highly specialized field and feels that his training makes his services of a higher value therein than elsewhere, can fall back on the trade journals, ranging from such publications as *Hardware Age* in the hardware field to *Printer's Ink* in the advertising business—*Music Trades* or *Presto* in the musical instrument industry and so on right through the varied lines.

The big fact in this connection is that thousands and thousands of concerns daily advertise through these mediums for men of every grade and salary.

The positions are in the shop window seeking you if you'll only look for them.

The question "What ads shall I answer?" is answered best by a fair appraisal of your experience and qualifications.

Pick out the ones that seem to fit you and that you'll fit.

Many a big concern, not caring to have their offices flooded by a miscellaneous crowd of applicants, insert blind ads—with a box number instead of a name.

Don't fail to consider the blind ads right along with the others.

As a quick, convincing answer to any question in your mind regarding the jobs behind the ads, here follow six representative ads.

PRESSED STEEL

company employing about 100 men enlarging organization due to considerable increase of business, requires bright, active, experienced shop executive, thoroughly posted in the theory and practice of medium sized press work, as ASSISTANT SUPERINTENDENT. Excellent prospects for right man. State age, full experience, married or single, salary expected, etc. All replies absolutely confidential. Address Box R 374, care *The Iron Age*, New York.

CUSTOMS BROKER SEEKS YOUNG MAN familiar with Custom House routine; state experience, salary, references. Address "CUSTOMS, 486," this office.

Purchasing Agent

A large general merchandising and publishing establishment requires a trained and experienced man to take charge of its Supply Department. In addition to being able to purchase economically whatever may be required, he must know materials and their uses sufficiently well to recommend the adoption of certain standards and to establish definitely the need for everything requisitioned. Ability to organize an efficient staff and secure proper care and economical use of supplies throughout a large establishment an essential requisite.

Applicant must show that he has succeeded elsewhere and application must set forth past experience in detail. Replies held in strict confidence and no references consulted until after first interview.

Address "M. M., 85," this office.

ADVERTISING MANAGER.

First-class man of wide experience in Department Store advertising. One who has a complete grasp of merchandising and its principles, and can originate and personally work out business-getting copy and lay-outs. Should be familiar with the New York field.

Apply by letter or in person at Private Office, any morning between 8:30 and 12.

WANTED

As instructor, writer and office executive, a capable young C. P. A. (or C. A.). Salary \$3000 to \$4000. Give full statement as to training, experience and references.

S-264, *q/o Journal of Accountancy.*

**WANTED—
Branch Manager**

WANTED—A branch manager, familiar with modern business methods, the handling of traveling representatives and retail dealers, granting of credits, making of collections, and preferably experienced in the hardware or agricultural implement lines particularly.

Please state qualifications fully, as well as age and salary expectations.

All applications will be held strictly confidential.

F. J. AREND, President

THE DE LAVAL SEPARATOR COMPANY
165 Broadway, NEW YORK

When you've selected the ads that seem to offer the positions you are capable of filling, the next problem is how to answer them in a manner that insures an interview.

Here's the thought in letter-writing to secure an interview:

First, put yourself in the position of the man who is going to read your letter. What does he want to know about you?

Then make your letter tell him.

Cut down—trim—make it brief without omitting any vital details.

Give yourself full face value but avoid overstatement. Promising the earth and delivering the moon may land an interview but it won't secure the job.

If possible, avoid the question of salary until you are face to face with your prospective employer.

Primarily he is interested in seeing the man who may fill the bill.

The salary question comes later.

He has a figure in mind he is willing to pay. It may be more than you expect to get. And if it's less, what you have to offer in a personal interview may make him raise his figure a little for the sake of getting the right man.

The question of immediate compensation is minor anyway. Buyers must be interested in the man before they

are interested in the price. And you are eventually going to *get what you are worth*.

Unless you are applying for a position where handwriting is one of the necessary qualifications, such as that of bookkeeper, have your letters typewritten.

The man of affairs—through habit—reads typewriting more easily and gets a better business impression from a typed letter than from a handwritten one.

Your letter is the vehicle that brings you first to his attention. You would hardly expect to get a reputation as an up-to-date man by driving an ox-cart up to his door when the street car ran there, would you?

Don't use the ox-cart of handwriting when the electric car of typewriting is at your command.

Put a little extra attention-insurance on your letter by sending it special delivery.

Summed up, answering advertisements is following the lines of least resistance—selecting from the show windows the positions you desire and trying for them.

INSERTING ADS

Here is the step ahead.

Instead of going to market, you bring the market home.

In lieu of applying for a position, you make prospective employers apply to you for your services.

Substantially, that's what it amounts to.

The same advertising mediums that carry the employer's message of "Man Wanted" will carry your message of "Employers Apply."

Select the advertising mediums which reach the men who may be in the market for your services.

Then sit down and prepare your advertisement.

There's no mystery—no "hanky-panky"—about ad-writing.

No man on earth by a magic touch of verbiage can make your services worth more than they are.

You are your own best ad-writer because you know yourself best.

Inserting an advertisement for the position you want won't and can't turn incompetency into success.

But putting in a notice for the position you *can fill* will land it.

Before you start to write, know what you've got to write about; classify it; jot down your training, your ability, the character of your services.

Forget your morals and your habits. They'll be looked into later. Good morals and habits don't have to be advertised. They speak for themselves.

When you have on paper the things you have to sell, start constructing your advertisement.

Buying space at so much a line, words become the most valuable things in the world and brevity is the spirit of economy as well as the soul of wit.

You are trying to sell yourself just as you would a commodity.

Describe yourself in the same manner.

State your case plainly so that the reader may know just exactly what you are good for, what you want, and why he should want you.

Put yourself in your prospective employer's place; anticipate his requirements; talk straight from the shoulder in a brief, business-like manner.

Then—as Wm. Handy used to say when the cub reporter brought in a three-column story, “Cut it to twenty-four words, and don't leave anything out.”

Here follow five representative advertisements from people who wanted positions and who found them through putting their goods in the advertising show window.

SITUATION WANTED—GIRLS WHO ARE quick and accurate at figures as well as shorthand and typewriting are just what some Chicago employers need. I am an 18-year-old girl, fully qualified and experienced in these lines of work. I have a good position now but my mother would feel a lot happier if I were employed in some high class office in the loop district. I'd like very much to hear from such firms, and the better the future you have to offer, the happier I'll be in the work.

BETTY BELDEN. 3790 Michigan-av

Increasing output without sacrificing quality tends to increase profit in the manufacture of pig iron. The advertiser has had twenty years' experience as SUPERINTENDENT and GENERAL MANAGER—at merchant and steel works furnaces—and has a good record for production and cost. Up to date, energetic, resourceful and good organizer. References from present employers and others. Present position of uncertain duration. Desires engagement in operating or executive position with prospect of permanence. Address Box R 363, care *The Iron Age*, New York.

Welfare Manager

GENTLEMAN with broad practical experience offers his services in a consultative capacity to executives who wish to start welfare work in factories in New York. Has thorough knowledge of Labor and Workmen's Compensation Laws and in organization of labor, Medical and Safety Departments. Address Box 11, care of AMERICAN INDUSTRIES, 30 Church Street, New York City.

Hustling Advertising Manager-Solicitor showing increase five hundred to one thousand dollars each month over previous year, desires position Advertising or Business Manager on live paper. Ten years newspaper experience all its branches. Excellent copy writer—designer. 28—married. If opportunity good \$4000.00 available as investment. A-1 references. Box 725, c/o P. I.

ADVERTISING DIRECTOR
of wide experience and demonstrated ability, six years in present position, wants to connect with sound mercantile or manufacturing concern, effective January 1, or such time as is fair to all parties. Retail mail order proposition preferred, but any business having the possibilities of BIG SUCCESS will be considered.

REASONS—

"Probably the first question you will ask is, 'Why does this man want to change?' One reason is that I want to get into a business susceptible to development on a large scale, where my well founded, conservative, and PROVEN ideas on advertising can be worked out unhampered by restrictions that prevent continuity. Another is that partial reorganization of the concern I am now with has injected policies with which I am not in accord.

"Hitching up" with a salary is not the vital point—I am now advertising manager of one of the large mail order concerns of the country and drawing a very comfortable remuneration. I must be convinced of the POSSIBILITIES of your proposition or I do not want it at any price.

FOUNDATION—

From a gifted sire I inherited a talent for putting words together, and this was fully developed by general newspaper work. My copy is forceful, logical, and convincing. I learned the printing trade and was recognized as a master of typographical display. This enables me to "lay out" attractive catalogue pages or advertisements and prepare the copy in a way to economize time in typesetting, keeping expense down to the lowest point. Also to plan my work for all mechanical processes "so as to avoid the 'tricks of the trade.'"

EXPERIENCE—

That I am not limited to any one style of advertising or to the methods of any one line of business is shown by my experience, which includes State-st. department store, installment furniture, wholesale general merchandise, and mail order. In addition was for two years chief of the copy department of a prominent advertising agency, handling various propositions. I MADE GOOD WITH EVERY ONE OF THEM.

QUALIFICATIONS—

My broad experience enables me to analyze a business, discover its possibilities and limitations, and form accurate judgments as to what advertising plans will bring the greatest volume of returns. Then I can formulate these plans and execute them in a strong, forceful manner, getting the best possible results from paper, ink, and illustrations.

I know the theory and practice of advertising—what medium to use and what language to speak to win the confidence of the people I want to reach.

I know what kind of paper and illustrations to use, how to buy them economically, and am familiar with every mechanical step in the production of large mail order catalogues, broadsides, or publication advertisements. It isn't a matter of GUESSWORK—it's CERTAIN KNOWLEDGE gained by actually "going through the mill" time and time again.

CAPACITY—

Have the knack of wading through a pile of work quickly—and having it right when I get through. Can systematize a department in a way to eliminate lost motion.

EXECUTIVE ABILITY—

Can build up an organization and get the most out of it. Not a slave driver, but have the quality of getting people to work because they WANT to work. Enthusiastic example is the only whip needed. I am proud of the loyalty and enthusiasm of my present corps of assistants.

CHARACTER—

My ideals are high—I believe that the best a man can be in this world is a MAN. I will not permit associations, habits, or surroundings to prevent me from remaining one. Am temperate, moral, healthy, and energetic, and will be found "on the job" all the time.

TEMPERAMENT—

Even and well balanced. Can work hand in hand with other members of the organization, give them the best that is in me, and get the best in return.

REMUNERATION—

You will realize that a man of the caliber indicated cannot be secured at a low price. But remember that the VALUE of an employe is not gauged by the amount you pay him, but by the QUALITY OF SERVICE YOU GET FROM HIM. The salary I require is strictly in line with my knowledge, experience, and ability and I WILL EARN EVERY CENT OF IT.

FINALLY—

I have tried to say MODESTLY that which must be said to command your attention. The impression you will form on meeting me is that there is about me nothing of the braggart or "four flusher."

I am absolutely SURE of MYSELF—I know my business THOROUGHLY, and if I UNDERTAKE to direct your advertising I will make it SUCCESSFUL.

INTERVIEWS—

Where possible would prefer to meet inquirers personally, and will be pleased to arrange interview to suit your convenience. If too far away, will submit all essential information by letter.

This last ad appeared in the Chicago Sunday Tribune. It contains about 173 lines and cost \$43 for one insertion.

"Pretty long and pretty expensive ad," you say.

But look at the results. It brought in sixteen replies, making the cost per reply about \$2.69 each.

Consider for a moment the quality of these replies. This number included three of the largest mail-order concerns in the country, one in Chicago and two in New York. There were two from good, live manufacturing concerns, one from parties contemplating a chain of about one hundred drug stores throughout the country, and other promising offers.

This is a remarkable testimonial to the effectiveness of a "Position Wanted" ad.

Naturally you cannot expect a flood of inquiries in response to your advertisements.

But every answer you get will be from a corporation which really wants the type of man you have described in your ad.

You will be dealing with men who mean business.

And that is the only kind you can *do* business with.

PERSONAL ACQUAINTANCE

Friendship is an interchange of values.

It cannot be otherwise.

Consequently one of the biggest assets a fellow can have is a wide acquaintance among worth-while men.

Building on the premise that you have such an acquaintance, the question is how to put it to work to best advantage in this connection.

Whether or not you can use your personal acquaintances successfully in locating a position is largely a matter of whether you broach the subject in a negative or a positive manner.

Here's what I mean.

Nothing succeeds like success.

By the same token, nothing fails faster than failure.

When you say, "John, I've lost my job. Wish you'd help me get another," or "I'm going to quit. Do you know of anything?" you are employing negative suggestion of the most destructive sort. You are putting yourself in a position where you are almost certain *not* to get help.

For it's human nature instinctively to draw away from the man who *needs* help.

Do you remember Tom Sawyer and the job of white-washing the fence—how he made the other boys pay him *for the privilege (?) of doing his work?*

That's sound psychology; it's good business.

That is the method to use in making your acquaintances find a new position for you.

Edwards, Traffic Manager for a large company, had been released very suddenly through no fault of his own.

Two of his acquaintances were men of decided influence among New York corporations.

His relations with them had been close and he felt certain that they could, if they would, immediately place him.

He called upon the first man; without preliminaries, he started talking:

"Bankes, the Oil Products Company let me go yesterday. I've got to get a position pretty soon. Don't want to stay idle."

At this point the atmosphere of the room began to get very, very chilly. His listener was getting the negative suggestion of failure and it was having its destructive effect. To get rid of Edwards he promised to be on the lookout for something but the promise was obviously insincere.

Edwards was a thinker. He realized that he had made a mistake and decided not to double on his tracks.

After twenty-four hours of careful calculation and planning he dropped in on his second influential friend.

He was in very much of a hurry; enthusiasm shone out of his eyes and his words were crisp and curt:

"Just dropped in for a second, Heatley. I knew you'd be glad to hear that I've left the Oil Products Company and I wanted to tell you personally."

His listener warmed right up. As he pretended to rise to leave, Heatley pulled him back in his chair. "But, Edwards, what are you going to do?"

Edwards smiled mysteriously:

"You ask me what I'm going to do? Do you realize that in the last year I handled the traffic problems of the Oil Products Company in such a manner that their directors estimated the cash saving on shipments at \$65,000? And—against that saving, I drew a salary of exactly \$4,000. Gave 'em back way over \$15 cash for every hundred cents they paid me."

And along he talks in this strain, building up through inference the positive suggestion in Heatley's mind that here is, indeed, a valuable man.

Edwards' ability as Traffic Expert connects up in Heatley's brain with the many industries he is in touch with where the handling of freight is a big item.

He would be doing any corporation a favor by securing this man's services for it. He speaks:

"Edwards, will you make me a promise?"

Possibly he will. What is it?

"Don't make any arrangements to take a position until you hear from me."

"But," Edwards expostulates, "I have some matters I must act on almost immediately."

“Can you give two days?” Heatley asks.

“Well—yes,” answers Edwards, and Heatley thanks him for the “favor.”

As a result of this *interview*, Heatley “breaks his neck” to see certain corporation heads he is anxious to curry favor with.

And as a special favor he secured Edwards’ services for one of them at a forty-five hundred dollar salary to start.

The President of the concern thanks Heatley for securing Edwards for him.

Heatley thanks Edwards for waiting and for accepting a position with his man.

And Edwards thanks *himself*; he has made the other fellow “whitewash his fence” and be grateful for the privilege of so doing.

Do you get the idea?

First canvass over your list of acquaintances for the men who are in a position to help you.

Don’t go to them as a supplicant for favor.

But by inference and direct use of the power of suggestion make them feel that it is a privilege for them to act as middleman in placing your services.

It's all in your mental attitude and in the way you approach the thing.

Your acquaintance is worth just what you make it worth.

THE CIRCULAR LETTER

Right past the reception clerk—

Right into the private office of the man you want to talk to—

Goes your letter.

Uncle Sam quickly and surely takes a piece of mail through red tape—the rough barriers which men find it hard to pass in person.

Sit down and spend an hour or two with the telephone directory or with a list of the industries which are prospective buyers of your service.

Make a list of all the concerns which might need you—the ones that you would be willing to work for.

When your list is complete, 'phone every one of them, or in some way get the name of the man who has the "yes" or "no" of your case in his hands.

In writing the firm, address your letter to the attention of this man.

Now when you know what concerns you are going to write and whom to address in those corporations, the big

question is: What kind of a letter shall I write to secure an interview?

Remember, your letter is unsolicited. You are going out substantially to create a market for your services with one of these concerns.

So—your letter must be forceful, strong, convincing. It must rouse, in a certain percentage of cases at least, a desire within the man who receives it to talk to you in person.

There's one big thing in your favor.

Your letter is going to the right man and a two-cent stamp is insurance that the first paragraph will be read at any rate.

So—your first paragraph must be strong enough to carry him through the balance of your letter.

And the balance of the letter must be interesting enough to make him want to talk to you personally.

The one danger here lies in making your letter too long.

A good way to overcome that is by making the letter consist of two parts: first sheet—short letter; second sheet—references, particulars of training, former employers, etc.—in short, the details of your training and experience which cinch the statements in your letter.

Here are two examples of the unsolicited letter in widely different fields.

Both have proved result-producers for the men who wrote them.

LETTER 1

Unsolicited application for stenographic position. As an enclosure with this letter went a list showing applicant's schooling, previous experience, age, and references. This letter went to fifty concerns and brought 60 per cent returns.

*Mr. Maxwell Hart,
Of The Hart Packing Company,
Omaha, Nebraska.*

MY DEAR SIR:

This should interest you.

I can take dictation at an average rate of eighty words per minute. This is far faster than most folks talk. My notes are accurate. In dictating to me, you do not have to repeat nor do I bring back letters to ask what words were.

My speed on the machine—everyday working speed I mean—is seventy words a minute. Stenographers as a rule average about sixty. This means that I can turn out at least 15 per cent more letters per day. Past experience has shown that my accuracy brings that up to about 25 per cent.

As a starting point, I am willing to go to work for *eighteen dollars per week*. The enclosed sheet will give you an idea of my previous training and experience. You will note that I have recently been connected with a concern in your line.

I do not ask you to take me on trust.

Phone or write and I will come in any morning you say, take your morning's dictation, write your letters, and leave the verdict to you.

Please let me have an early reply.

Very truly yours,

1845 Humboldt Avenue
Phone Gray 1966

LETTER 2

Unsolicited circular letter for position as a salesman. This letter went to eight concerns and brought seven replies. With it was enclosed a statement of sales and average prices obtained for merchandise during the previous twelve-month period.

*Mr. Thos. Page,
Sales Manager,
The Key Company,
New York, N. Y.*

DEAR SIR:

Enclosed find a record of sales for the last twelve months made personally by me in New York State for a competitor of yours.

Against this gross sales figure, I drew a salary of \$4,000 plus my expenses, which ran \$1,800. This \$5,800 total makes selling cost to my house 8 per cent.

I have no complaint to make against the management of my concern or their treatment of me.

But as a salesman, I am paid according to what I earn. Consequently I owe it to myself to make a change immediately to some manufacturer whose product is keeping pace with demand. As I am thirty-three years old, I have many active years ahead of me and want to spend them where they will bring back largest returns.

Hence this letter.

If the facts as presented herein interest you, drop a line to Lock Box 42, New York City, and I will 'phone you for a personal interview.

Awaiting your reply, I am

Truly yours,

Lock Box 42
New York City

Now as a matter of fact neither of the men who wrote the letters reproduced above had anything to offer over and above what hundreds of others possessed.

Don't misunderstand me. They didn't misrepresent—they didn't overstate—but they did dress up their wares in the most attractive possible form before they started out looking for a market.

And that is the secret of the whole thing—making the most of what you've got—putting it up from the employer's standpoint, not from the "how good a man I am" but from the "how valuable I'll be to you" angle.

THE IMPORTANCE OF SYSTEMATIC, PERSISTENT EFFORT

If you want a position, try to find one. Don't drop back and wish. Wishes never brought anything except headaches and regrets.

Act!

Pull every wire—every string; systematically organize your efforts; utilize every possible channel through which a position may come to you or you may go to one.

If you're out of work, make locating a position your business until you land.

Pulling power proves the worth of a draft horse, but pushing power is the test of man.

The efforts you make for yourself will prove your worth to the employer.

THE PERSONAL INTERVIEW

Practically all the channels through which we locate positions lead up to one thing, namely, a personal interview with the prospective employer.

They are like inquiries from advertisements. It takes the personal touch to turn them into sales.

This little book might fitly be termed "Landing the Position," simply because that is what it should do.

In the first place, walk into the man's office with the firm determination to work as hard and as intelligently to land the position as you will to hold it.

Let this be evidenced by your voice—your manner—everything about you.

You have just one task to perform before the position is landed—

You must convince your prospective employer that you are the man he is looking for—that you will be a distinct and valuable addition to his business.

Divide your interview into three divisions just as the salesman does his sale of merchandise:

The approach, the demonstration, and the close.

In the approach—the first few minutes of your interview, try to get your man talking; try to get a line on the situation which will enable you closely to connect and iden-

tify in his mind your particular qualifications for the position you are seeking.

When the first preliminaries are over—when it is up to you to talk—make your demonstration.

Tell him, in a few, well-chosen, effective words, your experience, your training, your qualifications, the things that make you apply, the reasons why you feel confident of making good. Try to adapt and fit your past experience and training to the requirements before you.

Forget that “I am looking for opportunity” talk.

An understanding on that score counts for nothing and your air—your manner—you yourself will get the impression across far better than the spoken word.

Besides, you know that opportunity is there or you wouldn't be applying. And once you've landed—once you're in, if you don't make or get your chance it's your own fault. The fact that the man who hired you *said* he would give you a chance doesn't, won't, and can't add one dollar to your salary.

And—the minute you feel that your man is favorably impressed, stop selling yourself; start settling the details; say something like this, “When do you want me to start?”

In other words, the minute you feel that the time is ripe don't ask him if he wants you, but go right ahead and start settling the details just as if he had said verbally, “Yes.”

This method sells personality just as surely as it does merchandise.

WINNING PROMOTION

First of all, let's have an honest basis—a clear understanding to work from.

This world is full to overflowing with fellows who, deep down in their hearts, have the secret feeling that they are square pegs in round holes—that their peculiar qualifications would bring a higher return elsewhere.

And no matter how often they change employers or occupations that feeling remains the same.

Why?

Simply because it is a fallacy—rank nonsense—born of whims and idle fancies—a restless nature and usually a distinct touch of year-round laziness.

The far-off fields always look green, but when we get close they prove to be mirages.

When we are driving on one side of the road the other half always *looks* smooth. But a change shows us we were mistaken.

The other fellow's job is no easier than yours.

Newton took six pages to explain the law of gravitation.

The schoolboy says it in six words, "What goes up must come down."

I could take sixty pages to prove that life has no soft snaps, but six words tell it just as well: "*To win you must work.*" And that's as sound a principle as the law of gravity itself.

There are no square pegs in round holes.

If the big man finds himself in a round hole he is "round"—in a square one he's "square." He adapts himself to his surroundings and their demands.

Senator Dorn talks this morning to a crowd of ditch-diggers standing ankle deep in wet clay.

At twelve o'clock sharp he addresses the Society Women's Political Uplift League.

At three p. m. he has a conference with the German Ambassador. He fits himself to his surroundings.

"Square pegs in round holes"—once and for all—get this: Jobs are not built to fit men—but—big men and potential big ones mold themselves to fit their jobs, whatever they may be.

And the fellow whose words are set to the tune of "The Force of Circumstances Holding Him Down" is entitled to about as much sympathy as the small boy hanging on the iron ring in a hitching post with both hands and crying wildly to his mother to help him break loose.

Look here!

"Opportunity knocks once at every man's door."

But the fellow who would have you believe that if you don't grab opportunity just the second it looks at you it is a lifetime's loss is just a plain, "plumb" fool.

Why?

Simply because there is no law of God or man which prevents us from knocking at opportunity's door just as many times as we please.

The man who knocks *often* enough is going to find opportunity at home one of these fine days; the door is going to open. And—if he is *prepared*, he wins.

I've known too many men who have made and lost and won back again half a dozen fortunes in a score of years to admit that the future holds one whit less in store for the individual than he expects from it.

You're in line for opportunity right now; keep your eyes open; if it's in sight, it's in reach.

Let yours be the hands that grasp it.

The trouble with most of us is that while we want success and dream of it and envy—yes, envy—the fellows who attain it, we are not willing to pay the price.

It takes work—hard, persistent, intelligent work.

Chronology gives each day twenty-four hours.

Eight hours to sleep. You're getting your sleep all right.

Eight hours to play. Chances are you're doing your playing.

And—eight hours to *work*.

But—are you really *working* eight hours?

Have you brought concentration to the point that when you start your duties in the morning you forget everything else—get right down and put every bit of latent and developed energy you have in you to doing the things you have to do—doing them *better* than can be expected—then—looking around for something more?

Here's Charley Spink. He wants promotion—wants it bad.

He has certain specified daily duties. He is an excellent clerk.

He can, if he sets his mind to it, do his whole day's work in six hours.

But *does* he?

Not on your life. If he did, they'd saddle something else on him. So he stretches what to him is a six-hour task over an eight-hour day and then wonders why the boss fails to recognize his sterling worth.

Charley hasn't yet grasped the great truth that we get paid first in this world for what we *do*—then for what we know. And the more we do the more we know.

If Spink got a 10 per cent salary increase he'd be happy.

And yet by exerting his faculties—proving his ability by doing the eight-hour task in six, he would automatically increase his capacity and the volume of his work two hours per day—25 per cent.

What employer would fail to reward a 25 per cent increase in work with a 10 per cent increase in pay?

It's good business economics, and in spite of the foolish ideas about favoritism, etc., business today is conducted on business lines.

The first few years of our business life we spend learning, and upon what we learn depends what we earn.

To earn more, learn more.

Learn more in two ways.

Learn more, first, by increasing your ability to do your stated task correctly and surely, thereby putting more hours in your *working* day.

And the more hours you put in your working day, the bigger the chance you have to learn more about the business you're in.

Then—sacrifice 25 per cent of your eight play hours—your leisure time. Prepare yourself for the bigger things by studying—by gaining a broad knowledge.

Study law; study business economics; study accountancy; study anything that may in any way have a bearing upon

business, not particularly your business, but any business—all business.

Study broadens a man. It is the helping hand that lifts him beyond his everyday tasks and opens the gates ahead.

The plowboy of today is the farmer of tomorrow. A little study of modern agricultural methods may make him a bigger success the first year he runs the farm than his father was when he quit for good.

Herbert Kaufman attributes the following ten rules to an old wagon-builder named Cyrus Simmons, but I credit them to Kaufman.

Simmons built wagons and a city at the same time and every new employe who entered his plant had the first step to a partnership in the shape of these ten rules handed him on a printed card:

- Rule I* Don't lie. It wastes my time and yours. I'm sure to catch you in the end, and that's the wrong end.
- Rule II* Watch your work—not the clock. A long day's work makes a long day short and a short day's work makes my face long.
- Rule III* Give me more than I expect and I'll pay you more than you expect. I can afford to increase your pay if you'll increase my profits.
- Rule IV* You owe so much to yourself that you can't afford to owe anybody else. Keep out of debt or out of my employ.
- Rule V* Dishonesty is never an accident. Good men like good women can't see temptation when they meet it.

- Rule VI* Mind your own business and in time you'll have a business of your own to mind.
- Rule VII* Don't do anything here which hurts your self-respect. The employe who is willing to steal for me is capable of stealing from me.
- Rule VIII* It's none of my business what you do at night, but if dissipation affects what you do the next day, and you do half as much as I demand, you'll last half as long as you hope.
- Rule IX* Don't tell me what I'd like to hear but what I ought to hear. I don't want a valet to my vanity but I need lots of them for my dollars.
- Rule X* Don't kick if I kick. If you're worth while correcting you're worth while keeping. I don't waste time cutting specks out of rotten apples.

Irrespective of their origin, the human equation of business is covered as well in these ten *rules* as in any ten *books* I've ever read.

They hit both classes—the men who direct the work as well as the fellows who actually do the job.

One significant sign—one sure cure for discouragement or the blues—lies in the fact that ninety-nine executives out of every hundred are graduates from the ranks.

They have paced the same path you are treading.

And the fact that there is no royal road—no ten-minute short cut—to highest honors in business does credit to the men who have lifted themselves and holds forth encouragement to those who want to.

For the broad highway to business success has felt the feet—every step of the way—of every man who gained the goal. They've all traveled it—every last one of them. Some progress more rapidly than others; many fall by the wayside; the majority never get beyond the start. But the road is there—wide and plain and straight—for you to follow.

And your *speed* and your *progress* depend upon you yourself.

PROMOTION BASED ON MERIT

Let's go back to the beginning and take the trip together.

Let's see what we have to go up against and how we're going to handle it.

We can't measure the steps but we can estimate the distance and count the milestones.

Let's start with the new office boy and end up with the president.

You're somewhere in between right now; you'll recognize *your* own individual starting point as we go along.

Joe, the new office boy, wants one dollar a week added to his four dollar salary.

He is worth the extra dollar.

But it is harder for him to *get* it than it is for Dunne, the Bookkeeper, to secure a five dollar a week boost.

Yet Meachem, the Auditor, receives a *twenty dollar a week* advance with about one-tenth the resistance that Dunne, the Bookkeeper, meets with on his five dollar request.

You know that this is a fact.

Why is it that the men who actually *do* the work find it more difficult to get a just reward for their efforts than the fellows who direct their labors?

For two reasons. Mark them well.

First of all, workers are more numerous than executives. Their duties are simpler. They are easier to replace. The less important a worker's job, the lower is the salary, the harder it is to get a raise, the easier it is for the employer to find a new man.

And second, the higher the executive's position, the greater is his earning power, the more difficult it is to secure a satisfactory substitute. Consequently corporations extend themselves to keep satisfied the men they know it would be most difficult to replace.

It is a fact that but few men fully realize that the higher they go the surer they are of a just return for their efforts.

The minute you begin to bear responsibility—the minute your efforts begin to produce returns multiplied by the work of others carrying out your ideas—that minute you will find that the walls of salary limitations begin to crumble and fall.

ASKING FOR PROMOTION

But in the meantime the question arises, "How is the worker—the fellow in the ranks—the semi-executive—the man who really needs the money most—going to get it?"

I am going to repeat. It simply can't be avoided.

First of all, make yourself *worth* more.

Then *ask for it*.

Asking for more money in the *right* way when you've got the facts to back your request is one of the surest ways of "selling your employer"—of calling his attention to the steadily increasing value of your wares.

Remember you're still a long way from the throne; your work and its value are not as yet self-evident. They won't be until you pass the milestone that marks your leaving the masses and entering the classes.

The Noise-No Chain Company is offered a contract for three thousand special chains for use in connection with electric automobile starters, but one condition is attached:

Delivery must be in four days—an almost impossible task.

The President calls in Roche, his Factory Superintendent. "Can it be done?"

The parts are all in stock. It is a question of putting them together. Roche gets Hagerman, Foreman of his Assembly Room, on the office 'phone.

The contract is accepted.

Delivery is made on time.

Now where is the credit due?

Primarily to the hard, earnest, concentrated efforts of the workmen in the Assembly Department.

But if it hadn't been for the driving and striving of Hagerman, the Foreman, the chains would never have been delivered on time.

Still if Roche, the Factory Superintendent, had not had the foresight and judgment to have picked a man like Hagerman, the Assembly Department would never have been in shape.

On the other hand, if the President of the Noise-No Chain Company had not had Roche, who found men like Hagerman, who organized their departments so efficiently, the task would have been impossible.

What's all this about?

Simply to make you realize that Roche, the Factory Superintendent, in this particular case is the man who gets full credit for the job from the President—the man who has the power of salary-raising.

Roche is near the throne; his service is readily recognized.

The other fellows, to get their just reward, have to *ask* for it.

You may say, as a worker in the ranks, that the faithful performance of your duty—making yourself worth more money—should, through your employer's sense of justice and fairness alone, win promotion for you.

But *I* say that in spite of the fact that you are the all-important subject to you yourself, you're a mighty small cog in a mighty big machine. The fellow at the head of your business has other matters to think about. There are a lot of men between you and him and in these days of strife and drive and highly concentrated effort it's up to you to make the move instead of nursing a grievance because your ability isn't so self-evident to the men above you that they reward it of their own volition.

Look here! There are too many cares and responsibilities between your employer's eyes and your increase in value to expect him to see for himself without having the matter called to his attention.

Make up your mind once and for all that you have got to sell the proposition—to make the move yourself and not wait for the other fellow.

You've simply got to deliver before you receive. You must be able to handle a greater responsibility for some time before you actually assume it. You have to be worthy of more pay for some time before you actually receive it.

HOW TO ASK FOR PROMOTION

Now you can't come right out in so many words and talk your wares, like a merchandise salesman. You can't say, "I have ability," "I am clever," "I am capable." By all means say it to yourself but don't put it in orders at the risk of winning the active dislike of those around you. Self-praise is music only to the man who utters it. It is discord of the rankest kind in the ears of those who hear it.

So—since you can't actually talk your wares directly, you've got to display them. Put everything you've got in your show window; whenever you acquire a new ability or add to an old one, put it in the window; keep it in front of your employer so he will at all times *see for himself* what you have.

Like the child who wants to wind the watch himself, people in this world invariably prefer to find out for themselves. Somehow or other we place a higher value on even the minor things we discover ourselves than on the things others bring us which are often many times more valuable. So—through suggestion, display, aggressiveness, energy, enthusiasm, and ability, display your wares; arrange them so that your employer simply can't help finding out for himself that you are an exceptional man—a "comer."

But when the time does arrive that you honestly *know* you are worth more money and have been for some time past, by all means sally forth and sell your increase in valuation.

The average employer resents a request for higher remuneration simply because so many *incompetent* men—the majority of them in fact—believe that they are underpaid and ask for increases in the most objectionable possible way.

First of all, get your facts together. Fully convince yourself that you are worth more money and if possible get your reasons down on paper—in black and white. Putting it down with a pen or pencil often helps to dispel the cloudy mists of misleading imagination.

Bear in mind that the wage scale of the business universe is three for one. The man who receives fifty dollars a week must return his employer one hundred and fifty. On the face of it this may seem unfair, but when you analyze a little it is eminently reasonable. Out of the one hundred and fifty dollars per week which the fifty dollar man makes gross, one-third in cash goes back to him. Another third goes against the business overhead—the rent, the light, the equipment. So—actually—for every dollar he receives himself, the full-value employe pays his employer one hundred cents gross profit. This isn't too much when you consider the investment the employer has in the business which makes the employe's position possible.

When you are ready, go to your employer as one business man to another.

Don't try or attempt to coerce, dictate, or demand.

You are there to gain your ends, not to antagonize the fellow you're working for. Act accordingly.

Present your proposition as a business situation which you want to call his attention to.

Take that attitude. Maintain it.

As examples of the wrong way and the right method.

The *wrong* way first.

Jenks, a shipping clerk, is worth exactly what he is receiving—eighteen dollars a week. Right in the middle of the holiday season, when his department is working overtime, he goes to his employer something like this:

“Mr. Meeker, I’m working overtime every night. I am only getting eighteen dollars a week. I’m worth twenty easy. If you don’t give it to me, I’ll quit right now.”

He gets his twenty a week—gets it because Meeker would rather pay the extra two dollars than be forced to break in a new man during the holiday rush of shipments. But what happens after the rush is over? Jenks gets the blue envelope—is discharged. He employed coercion; he took advantage of a situation. He failed to balance against his overtime work the leisure hours which came his way during the slack season. His demand and his presentation left a bad taste in his employer’s mouth which only a new man could counteract.

Now for the *right* way. Adams, with facts and figures well in hand, goes in. He talks like this:

Adams: "May I have five minutes of your time, Mr. Meeker?"

Meeker: "Certainly. What about?"

Adams: "Six months ago, Mr. Meeker, Bangs was suddenly taken sick. Temporarily I took over his duties. When he recovered, he accepted a new position, but I continued to do his work in addition to my own.

I don't want you to relieve me of his work. I am glad to handle both jobs. I have had to get down an hour earlier in the morning, leave an hour later at night, and cut down my luncheon time thirty minutes.

But hard work never hurt anybody. It agrees with me and I'm a better man for it.

My salary is twenty-five dollars a week; his was the same.

My only reason for bringing the matter to your attention, Mr. Meeker, is that I know you are too busy to be in touch with details like this. I really feel that I am worth a nominal increase in salary but am here simply to submit the facts and leave it up to you to pass on."

Now Adams is going to get a good substantial raise and at the same time he is selling himself—sowing a seed in his employer's mind that is going to sprout into the feeling that Adams is a capable man—a coming man—a man to watch and the right sort on top of it all.

PROMOTION IN THE HIGHER POSITIONS

In connection with this, a final thought for you. Good salesmanship shows and proves quality before asking the

price. Good salesmanship presents the goods instead of forcing them down the buyer's throat. And furthermore, when all is said and done the buyer—the employer—is the most important man in the transaction because the final decision is in his hands. And the seller is *always* subordinate to the buyer. Now the minute a man leaves the ranks and becomes either a semi-executive or a full-fledged one, two things happen. Opportunity multiplies itself. And his ability and service are brought so much closer to his employer's eyes that the necessity for asking increases in salary is greatly decreased. The goods begin to do their own talking.

Stanley goes to work for the Ferris Iron Works.

Step by step he works his way to the position of book-keeper—best clerk in the place.

The question of factory costs arises. A simple, almost primitive system is installed. One man is required to do the clerical work. Stanley is the man.

He first sets about securing results from the simple methods he has to work with.

When these results prove themselves, Stanley takes steps to perfect the system.

Two more men are put on the work. He becomes the natural head of a minor department.

New concerns enter the bridge-building field. Competition lowers prices. Where the Ferris Iron Works used to get contracts at practically their own price, they now

have to compete. Price becomes important. Engineers and estimators constitute the salesmen of the structural iron field. Apart from the personal equation, the lowest bidder gets the job.

Stanley was far-sighted. He realized this situation.

As a clerk—a bookkeeper—the results of Stanley's work were filtered through the men above him and at best his efforts were only a part of the departmental results.

But as head of the two-man cost department, he began to come in *direct* contact with the real heads of the concern; his ability wares were constantly before the eyes of the real buyers.

With the ultimate goal of making his department one of the vitals of the business, Stanley began to mold it.

Price to the purchaser is always based on one thing, namely, cost to the producer.

This should give you an inkling of the trend of Stanley's thoughts. Business grew in volume; naturally the cost department increased in size; more jobs—more figures—to take care of. And—where his figures showed discrepancies or were high, Stanley went out in the plant and found out *why*. Along with his figures went recommendations as to reductions on costs, better methods, time-savers, labor economies.

His nights were put in studying. To his rapidly developing ability as an accountant he added the working knowledge of an engineer and practical factory administration.

Stanley's Cost Department became a Factory Efficiency Division. His figures were only indexes to short cuts and better methods. And Stanley was the man who supplied what the figures showed necessary.

The business of the Ferris Iron Works began to grow by leaps and bounds. Stanley's work had reduced their factory costs. Their low production figures meant low estimates. And low estimates meant business.

At Stanley's suggestion, the sales policy was made more aggressive. All this time he was in close touch with the actual heads of the business, making them realize more and more each day the value of his services.

His increases in salary as an executive were rapid and substantial. The bigger he made his position, the more obvious his value and the difficulty of replacing him—the more eager his employers were to keep him satisfied. Inside of three years from the day he went on the first cost books of the Ferris Iron Company, Stanley's salary exceeded liberally that of the Auditor under whom he formerly worked.

And one month ago Stanley, the man who comparatively a few short years ago was hard put to it to prove himself worthy of a five dollar increase in salary, was offered, without the asking, and accepted a substantial interest in the company he works for.

Stanley is not a myth.

And what's more, there are thousands of Stanleys and millions of potential Stanleys in the business institutions of this country.

Yet what Stanley did, any man can do. He fitted himself, sold himself, delivered what he sold, and is being paid for the goods. That's all.

We can't all reach the heights. There isn't room.

Providence has provided *all* men with the material—the fundamentals—for making good. Only the fact that so few men really take advantage of what nature has placed at their disposal makes the heights pay the price they do.

In every man's life arise emergencies. If you expect to win, you've got to meet them without a waver in your walk or a falter in your voice. They're the question marks of fate. Let your answer be "Yes" and your actions accord with your words.

In the lounge of the Union League Club in Chicago, two business men were talking.

Suddenly the friendly chat flamed into a heated discussion.

Cotter, head of a big manufacturing concern near Chicago, claimed that in every business there were young fellows—plenty of them—able and willing to "carry the message to Garcia."

Elwood, the other man, disputed this. He said that 99 $\frac{9}{10}$ per cent of the employed had no initiative—no minds of their own—were merely creatures of direction.

"We'll put it to the test," said Cotter. "In my factory office I have seven young men marked for promotion. Any one of them can carry the message—meet the emergency and 'if's,' 'and's,' 'why's,' or 'wherefore's.' Here, I'll write down their names. Take your pick."

Elwood put his finger on the name "Eales."

A bell boy was called and instructed, and inside of forty minutes the man Eales walked through the club doors.

"Eales," said Cotter abruptly, "we are completing a contract at Winnipeg, Canada, for the Winnipeg Water Works. Mr. Gage is the President. It's eight-thirty now. Get the first train up there. Don't come back until you get a written acceptance of the work signed by Mr. Gage."

Eales opened his mouth to ask a question, changed his mind and swallowed it, wheeled and left the room with a bare "Yes, sir," as his contribution to the conversation.

Ten days later, as Cotter walked in his factory office, through the glass door of the laboratory he saw Eales, back at work.

He opened the door. "Eales, where is that acceptance?"

There was a twinkle in Eales' right eye as he answered, "On your desk." On the cover of his roll top desk, Cotter found, instead of the acceptance he had asked for, the Winnipeg Company's check for the amount in full. Eales had carried his "message to Garcia" and brought

back the answer. He won his spurs on that trip and has justified the wearing of 'em ever since.

The fellow who fails to meet emergencies—to make opportunities—and is satisfied to drop back and do just as well as his predecessor or the men around him, will have to be satisfied with a mediocre round in the ladder of life. That's all he has earned—that's all he can get. He climbs, not as far as he can nor as far as he wants to, but as far as he will. You don't have to be startlingly original to succeed. A man doesn't have to discover electricity to make money out of it. Just let him improve the motor the other fellow invented and he'll cash.

Improve on the work of the fellow you follow; set a pace for the men around you and the boys behind. Take advantage of every minute. The measure of a man's life makes time the most precious thing in the world. Don't tear down; build up.

The world is full of fellows who can tell you why an advertisement is *bad*.

Yet comparatively few men can sit down and make it good or write a new one.

Criticism unsupported by suggestion is destructive; it doesn't pay.

You can't build a house by tearing down bricks.

No man ever built a business by destructive methods, but the best methods of most big businesses *are* the result of constructive criticism.

Constructive criticism consists of seeing a possibility for improvement and working it out to a sound practical conclusion.

And it's one of the biggest qualifications for rapid advancement that a man can possess.

You can criticise the fact that there are two men running the punch press—that the operations are costing too much in labor.

But *show me how* to run that punch press with *one* man; make a practical suggestion. That's constructive criticism—the kind it pays you to make—the kind I'll pay you for making.

Present the net results of your work to the men above you. The details of how you secured them are uninteresting; they mean nothing.

If I hire a man to dig a ditch and he insists upon bringing me each individual shovelful to look at, he loses time, bores me, and discounts the effect of his completed job.

The fellow who gets there is the man who when told to dig a ditch disappears only to bob up again with "The job's done."

The columns of figures—the labor of adding the trial balance—are only details—steps to get the totals.

The balance—the totals—the results—are all that count.

Be a dealer in net results.

Your employer pays net cash for them.

Don't ignore the men around you and play only to the men above you.

The good-will and esteem of those about you and under you are as important as the regard of the men at the head of the business.

The upright, progressive, aggressive, thinking man advances with the good wishes of everybody—with every Man Jack “pulling for him.”

You've known men—lots of them—that you could literally meet or see fifty times and never give them a second thought. The oftener you see them, the less you are conscious of their presence. Gray figures against a gray background—lacking the qualities of success—how can they hope to succeed? They may hope to, but they don't, won't, and can't.

Whose fault is it? Their own. Within them they have latent the very powers that put men on the peaks. But they've never developed their latent abilities. They've let them rest—lie dormant until they dry up. They are their own worst enemies.

Contrast them with the men who make their fellow-beings feel their force—the men whom men remember—the fellows who sell their way day by day—the men who regard their day's work as a joy instead of an irksome task—the fellows who radiate courage, courtesy, kindness, ability, directed energy, intelligent aggressiveness.

Why, that kind of man can't avoid making himself felt simply because he puts himself in the foreground.

And acquirement and use of the channels of impression treated on in Milestone Number Two is a big step in this direction.

The general impression you make upon the people with whom you come in contact is simply the outward expression of your inner life.

Go back and read that over again ten times. It tells the whole story.

Be positive. Stand out from the crowd by making men feel that you *are* somebody—by virtue of your character—the things within you.

To progress, *be* progressive and aggressive.

Getting right down to brass tacks, what is the difference between the worker—the fellow in the ranks—and the man who directs his efforts?

Let's take the bookkeeper and his auditor for illustrative purposes. The auditor is no better able to make correct figures, entries, and totals than the bookkeeper—but—where the bookkeeper produces the figures, the totals, the auditor is capable of interpreting them and their meanings in addition to directing the work.

Fundamentally that is the difference between the man who does and the man who directs. One actually does the work. The other passes on and rights wrong methods,

improves old ones, interprets cause and effect; he has a bird's eye view of the whole situation and is capable of directing it and reading the meanings.

Only through knowledge of the work itself can a man hope to become an executive and qualify to pass on and direct the work of others.

You may say, "But the president of our company has never kept books or worked in the factory."

True, but his executives are men who have been through the mill. And these men stand between him and the actual performance of the tasks. His auditors and factory superintendents bring him facts and supplementary information which make an intelligent decision on his part possible.

The higher the executive and the larger the business, the more his work consists of decisions and responsibility.

Witness the fact that in any well-organized business of size, the cleanest desk is that of the man at its head. His work may consist of deciding upon only three or four questions a year, but the right or wrong answer to these problems may make or lose a hundred thousand dollars.

The smaller questions must be decided at the source or in between. The more important the question and its bearing upon the general welfare of the business, the bigger the man with whom the final decision rests.

The relation of one division to another is important and proof that only the small man limits himself to a working knowledge of his own department.

The fellow at the head of the business knows the relations and general problems of all departments.

The broad department head first brings his own department to a high point of efficiency and then makes it fit in with the other branches of the business.

Take, for example, the Winner Soap Company, a big concern but a poorly organized one.

Broadly, the divisions of the business of the Winner Soap Company come under three heads: the Financial, the Factory, and the Sales.

Each department is *highly* efficient as an individual department. In this respect it represents the exception rather than the rule.

But as an entirety, the whole structure is discounted by the fact that the three divisions don't hitch—don't pull together.

Thery, head of the factory, feels that the manufacturing of the soap is responsible for the success of the business.

Sage, the financial head, would tell you that his clever handling of money matters is the all-important thing.

Jackson, the Sales Manager, absolutely knows that without his sales force and methods the whole business would go smash.

But they are wrong—all of them. If they'd wake up and start to co-operate—work together for the good of the whole, the business would take on new life.

Jackson, the Sales Manager, knows what the public wants. If Thery, head of the factory, would accept suggestions from him, the product could be made more salable.

On the other hand, Sage, the financial head, could give Jackson some tips about picking dealers of better standing that would cut down the credit loss thousands of dollars per year.

The Financial Department must so govern the extension of credits that risks are minimized—that enough capital is on hand at all times to meet emergencies and carry on the business.

The Sales Department must market the product.

But if the factory makes bad goods—merchandise that fails to satisfy the ultimate consumer, all the efforts of the Sales Department in marketing and of the Financial in handling credits and providing capital go for naught.

It is self-evident that all departments of a business are so interwoven that they must run together. Any business where different divisions and departments are playing for their individual selfish benefit is like a three-wheeled wagon. The fourth wheel of organization and understanding is essential to make it run smoothly and make maximum progress.

I make the flat statement that as the head of any individual department you must understand not only your

own immediate duties but the relation of your work to other parts of the business and you must see that things are done in such a way as to aid instead of hamper other divisions.

Cobb, Purchasing Agent for a southern Illinois manufacturing concern, on the strength of a remarkable record received an offer from a competitor and made the change.

Now a purchasing agent has fundamentally just one duty, and that is to buy satisfactory material at the lowest possible prices.

For a while Cobb made a brilliant record with the new connection. Then—suddenly his prices went sky-high; he seemed unable to get any favors from producers and to have lost all power in this direction. Prices went back up to where they were before he took the position.

On the face of it, Cobb, the Purchasing Agent, was to blame.

But as a matter of fact it was simply a glaring example of lack of co-operation and understanding between departments.

The Financial Department was at the bottom of the matter.

One of the bases and agreements on which low prices had been made was prompt payment of bills—immediate payment in fact.

Naturally on close prices the manufacturers allowed no cash discounts.

The Auditor of this company considered it good business to hold up net bills from thirty to sixty days—use the money just as long as he could and still retain a good credit standing.

In spite of Cobb's instructions, he refused to co-operate, held up Cobb's purchase bills just as he had before the new Purchasing Agent took hold.

What was the result?

The producers from whom Cobb bought simply refused to make low prices and wait for their money.

And as a result of this lack of understanding and co-operation, the few dollars' interest which the Auditor made by holding the money was offset by many thousands of dollars in higher prices paid for purchased material.

The unusual executive is the department head who fully and thoroughly realizes that his department is just one cog in the wheel and devotes time, thought, and attention to its relation to the other parts and in trying to make it fit, in addition to doing his own work efficiently.

True, a business can progress in spite of badly related departments and narrow-minded executives, but the corporation where they all interlock and run smoothly outstrips the rest.

That is the secret of organization.

Who was it said—

The *price* of the gun never hits the bull's-eye
And the *bang* seldom rattles the bells.
It's the hand on the trigger that cuts the real figger.
The aim's what amounts—that's what makes
record counts.
Are you *hitting* or just wasting shells?

Business is a *combination* of gun, shells, aim, and target.

And one of them isn't worth a ten-cent piece without *all* of them together.

The better they work together and the closer their relation, the bigger the results.

What your employers are purchasing from you is your individual contribution toward the success of the business as an entirety.

The more your brain contributes to their success, the more their cash box will contribute to yours.

TEST QUESTIONS

1. In your business, are the men in the ranks preparing themselves for the higher positions or must the heads of departments be brought in from outside sources? What is the situation?

2. Do you know of any Reddings who have held big jobs but were apparently helpless when they lost them? What success qualities did they lack?

3. What is your answer to this question: "If I were out of a position tomorrow morning, where would I—where could I—go?"

4. Why is it important to select the right kind of a concern to connect with in a business capacity? What factors are to be considered?

5. What are the six channels through which positions may be secured?

6. Why may these six channels be reduced to four for practical purposes?

7. Now be serious: How would you use your friends and acquaintances to help you find a new position?

8. What are the vital points to be considered in writing a letter of application?

9. How do the principles of salesmanship apply in the personal interview?

10. What are the ten rules for business conduct given in this milestone?

11. What principles are laid down for seeking promotion by asking for it?

12. Is there any dependable road to promotion other than that which lies along the line of merit?

13. What increasing advantages does a man possess from the standpoint of promotion as he advances in the scale of business?

14. What does business demand of a man besides faithful execution of the routine work of his job?

MILESTONE NUMBER FOUR

PERSONAL SELLING

OPPORTUNITIES IN SELLING

Consider the following, which was in a letter from the active head of one of the largest milling concerns in America:

Results are the only things that count. We are perfectly willing to pay a salesman \$10,000 a year if he delivers the goods; we are willing to pay \$75,000 a year if he delivers, and a man's salary from \$75 a month up to almost anything is in his own hands.

That sentiment is reflected by the heads of ninety-nine out of every hundred concerns employing salesmen.

The only limit to the salesman's earning power is a self-imposed one—for—results depend upon the man—and—the man is what he makes himself.

In this one branch of commercial endeavor we find results bringing their own reward without "why's" or "wherefore's" entering into the matter.

This you know.

The question in the mind of the fellow starting out with a grip in one hand and an expense check in the other is: "How can I sell?"

The question in the mind of the man who is producing now is: "How can I *increase* my sales?"

And this milestone answers *both* questions.

Understand in advance, please, that we offer no theories.

The source of the methods offered herein lies in the operation of thousands of successful salesmen in varied lines the country over.

These men are working more than the average salesman because they are better than the average.

And here is what they have found produce real results.

THE ORDER-TAKER VS. THE SALESMAN

Let's take a look at the order-taker—not as a horrible example—not as an object of pity—but to make a point.

Mr. "Order-Taker" calls on Smith, Brown, Jones, James, and Robinson.

They are not in the market.

He opens his grip in Harrison's store—and—Harrison *buys*.

Mind you, he didn't *sell* anything. Harrison was ready; the order-taker had the goods—showed them—and—took the order.

Why?

Simply because his prospect was in the market—ready to buy.

He encountered a favorable situation; he was standing directly under the apple with a bushel basket when it dropped from the tree.

That is what makes it possible for the order-taker to exist. If he calls on enough people he is bound to find a certain percentage of them needing what he sells and ready to order.

Let's leave the subject of order-taking. Let's deal with the problem of the man who really *sells*.

What is it?

Simply this:

The salesman must *create* a specialized situation. He has got to put men in the market who didn't feel that way when he walked in the store.

Old Abraham Cohen said, "Ike is a good boy. When a man wants an overcoat he gets the order. But Jake is a SALESMAN; he sells overcoats to men who don't want them."

If Abraham had been dealing in causes rather than effects, he would have amended his remark; he would have said, "Jake makes men *realize* that they want overcoats."

Now—let this sink in deep.

The *order-taker* canvasses looking for people who *want* to buy.

The *salesman* tries to make *every man he calls on* want to buy.

The *order-taker* accepts advantage of the situation *he finds*.

The *salesman creates* specialized situations to suit his purpose.

STANDARD PRACTICES

If Henry Ford permitted his workmen to do practically as they pleased—to work fifteen minutes setting an engine, then leave the job uncompleted and start assembling a rear axle, then grab a paint brush and give the body a few licks—if he permitted this kind of work in his factory, what would it cost to make the Ford car?

The big trouble in the field of selling today is that effort is largely unorganized; a man makes one talk to one customer and another to the next; he is moved by the whim of the moment and the way he feels.

Consequently, through unorganized, hit-or-miss methods, his cost of selling is high simply because his methods are not as efficient as they should be.

There are standard operations in making a sale just as there are in making an automobile.

And the difference between recognizing and intelligently applying these methods and not doing so is the difference between getting a high per cent of efficiency out of your working hours or running on first speed for the rest of your life, with an occasional shift to the reverse gear.

Just as surely as Harrington Emerson has standardized factory efficiency methods to the tune of thousands of dollars in labor-saving, the following methods will standardize your sales practice and, if persistently and intelligently used, will inevitably result in time and sales saving and money-making.

There are three steps to the taking of an order.

These three steps have been covered in every sale ever made.

In the first step—the **APPROACH**—the prospective customer is met.

In the second step the product or proposition is **DEMONSTRATED**.

In the third step the **ORDER** is secured.

The object of each one of these three steps is to bring about a specialized situation for a certain purpose.

They will be dealt with in turn.

Here then is the standard practice of making a sale, just as carefully analyzed and clearly defined as standard practice in automobile-making.

THE SUCCESSFUL APPROACH

Practically every sale made to a new buyer may be properly classified as easy, difficult, or impossible.

You'll readily agree to that.

But *will* you agree to *this*?

Sales are not easy, difficult, or impossible according to the character or mood of the man you're talking to.

What *you* say or do during the first few minutes of your interview is the one thing which largely controls the later course of the sale.

It doesn't take brains to make a sale difficult or impossible.

Your task is to pave the path—make it *easy*.

And it's just as easy to make a sale easy as it is to spoil it altogether.

The whole object of your approach is to arouse fully your prospect's interest—to bring him to the point where he *wants* to see your product and hear your proposition.

Get it?

That is the first specialized situation—to make the man you're talking to *really want particulars*—arouse his interest and put him in a *buying* frame of mind.

How are you going to go about it to create this situation?

In the first place, there is a factor in selling which but very few men seem to have recognized; yet it is a block over which we stumble time and time again, when by knowing that it was there we could just as easily walk around it.

This stumbling block is THE AVERAGE MAN'S INSTINCTIVE ANTAGONISM TO BEING SOLD.

It exists and is a force with which we have to contend just as surely as the wind blows, the rain falls, and the sun shines.

The minute a man realizes that you have something to sell, he instinctively—without realizing it—throws up the mental barrier. Though he will hardly put it in words even to himself, his feeling is something like this:

“This fellow has something to sell. He thinks he is going to *make* me take it. I'll show him he is wrong. I will not buy.”

You see the idea? The mere fact that you are a salesman influences your prospect partly to make up his mind that he is not going to buy.

This feeling is based on the fact that every man instinctively hates to admit that another man can *make* him do anything. 12

And remember, all this happens before either of you say one word.

So your first task is to get past this barrier of instinctive antagonism to being sold.

How are you going to do it?

Force? Nonsense. That's like trying to lift a two hundred pound barrel by brawn alone when you've a block and tackle at hand.

Here's the way to overcome that instinctive antagonism to being sold—the *quick* way—the *sure* way.

Forget forever that there is such a thing as forcing your business on the other fellow; put yourself in his place and start right, working *with* him to find out how his business will be benefitted by your proposition.

In this way you can overcome this instinctive antagonism to being sold in much less time than it takes to tell about it. Nip it in the bud before it blossoms into a bloom which spells death to your prospective sale.

Here are examples of the right and wrong way.

You've the rheumatism—a bad case.

One salesman comes in and says:

“I'm selling a rheumatism cure. You may think you know something about rheumatism and rheumatism remedies but you don't. This stuff of mine

is the greatest on earth, better than what you think is best, etc."

That's exaggerated, of course. But it serves to illustrate the point.

In spite of your absolute need for a rheumatism remedy, your instinctive antagonism to being sold is aroused and grows with every word he says. You feel that the man is trying to dominate you—*make* you buy. Result—you won't.

That is the wrong way—the common way. Here's the right one.

Another salesman comes along with another rheumatism cure.

He makes his start with a few remarks about the pain and inconvenience of rheumatism which you know to be true.

And the first thing you know, you and he are discussing *your* affairs.

Your instinctive antagonism to being sold has been passed—forgotten—nipped in the bud.

The question has been turned from his *proposition* to your *problem*.

And—if he's the right salesman, *the eventual solution of your problem will be his proposition*.

Overcoming instinctive antagonism to being sold is a good deal like taking off your clothes to go swimming; it has nothing to do with your purpose but it is a necessary preliminary.

The real purpose of your APPROACH is to arouse the INTEREST of your prospective purchaser—to put him in the mental attitude of “If this is what he says it is, I’ll buy.”

Get the idea? And once you have created the specialized situation, all you have to do is to prove that your statements are true; then—the order’s yours.

The successful approach is simply an advance agent of the *appeal*—the talking points of what you have to sell.

Instead of jumping right in and talking the points of your article before you’ve won your buyer’s interest, cloak the points and present them as something the buyer *would* want, *provided* they could be obtained.

Then you’ve got an interested audience—the first essential to the sale.

A new line of hay carriers is being marketed.

One salesman approaches the new dealer with something like this:

Salesman: “Morning, Mr. Locke. Don’t you sometimes get tired listening to customers’ kicking on hay carriers that break the first season? Wouldn’t

you like to do away with the expense of replacing parts for them?"

Dealer: "Yes."

Salesman: "I'm not advancing this as a promise—but—suppose—just suppose—you could get the exclusive agency for a hay carrier which is just twice as big and twice as strong as any other made—a carrier which does away with breakage and repairs and customers' complaints, you'd certainly be interested, wouldn't you?"

And the talking points of the hay carriers this man sells are that they are larger and stronger than any other make.

His **APPROACH**, you see, is built right around the appeal of his own particular product and advanced in such a way that it arouses the interest of the fellow he is talking to.

There isn't a product or a proposition in America that this simple rule cannot be applied to.

Now—what would it mean to you if every man called upon was interested beforehand—had written in to the house asking to look at your proposition?

It would mean more sales—lots of them.

Well, you can make the first few minutes you spend with a prospect act like a double-page spread in the *Saturday Evening Post*—turn indifferent listeners into real buyers.

Here are the two steps and standardized practice of the successful **APPROACH**:

Step 1.—Overcoming Instinctive Antagonism to Being Sold.

By getting over on your prospect's side of the fence—working *with* him, not *at* him.

Step 2.—Arousing Interest.

By presenting the points of your proposition as things he himself has long desired—by establishing points of contact which make him eager to go into details.

By the successful application of these two steps and the principles involved you have created the specialized situation of having your prospective purchaser interested and in a buying frame of mind.

The approach can do no more. You are now ready for the demonstration.

But showing goods—demonstrating—before you have won a man's interest is like shooting at a duck before it's within range. There is no law of man or nature which says you have a reasonable right to hope to connect your bullet with the bird.

THE DEMONSTRATION

In your approach you have won the prospect's interest. You have put him in the mental position where he is ready to purchase if you prove up your claims.

And you can prove up these claims because you made them, knowing in advance that they were merely a preface to showing your proposition.

What is the mission of your demonstration?

To create desire for your goods.

That's all.

And the minute—the second—that is accomplished, the order is yours for the taking.

Let your demonstration be organized, well thought out, with a beginning, a middle, and an end.

A man travels familiar roads more rapidly and surely than he can pick his way along unknown paths.

Consequently, prepare and practically memorize a standard demonstration of your proposition; have it in such shape that your mind is dealing with the man you are talking to—with the emergencies you meet instead of groping for something to say.

The best speeches—the greatest orations—the ones that have made history—have in the great majority of cases been prepared beforehand and carefully memorized.

I don't mean to say that you should write out a demonstration, then commit it to memory, and try to repeat it word for word.

But I do say that you should have a standard practice in presenting or demonstrating your proposition.

Let this demonstration of yours be born of your experience and that of other men in selling your product.

Sit down with a pencil and a lot of paper.

First, jot down the big talking points of your proposition.

Then marshal them with a beginning, a middle, and an end.

Then write out a presentation, putting yourself in the other fellow's place—weighing the effect upon him of every word you're going to utter. Remember, you're a salesman, not an author.

Cut down.

Boil down.

Eliminate.

Abbreviate.

Then when you're satisfied that you've got the shortest, best, most convincing, most complete demonstration of your product that you are capable of giving, commit it to memory.

Yes, commit it to memory. And if you doubt the effect on others of memorized words, witness the actors who, with the same speeches, make different audiences laugh and cry at the same places in their play night after night after night.

Yes, when you are convinced that you have the best demonstration you are capable of giving, then memorize it.

Take it out on the firing line.

Add to it.

Take away from it.

And you'll find yourself with a demonstration that will bring down the game in the shape of orders.

We can't all be at our best every day—every hour.

But if you get your best possible demonstration down on paper and then firmly intrench it in the back of your head, you'll be certain to make a better average presentation than you ever have before.

Now—knowing what you do about your own proposition, if you were in your prospect's shoes you'd want it, wouldn't you?

Well then—your task is simple; you have only to make your prospect feel the same way about it that you do yourself and the order is yours.

And how are you going to do this?

By conveying to your prospect the very things that have made you feel the way you do.

You can hardly expect him to view matters the way you do in the first place.

If he did, his orders would be coming in through the mail.

That's what you are there for—to make him feel the way you do—to arouse his desire.

FEAR—HASTE—UNCERTAINTY—

They're all enemies of the successful demonstration.

Why should you fear?

The worst that can happen to you is not to get the order. And you can't lose anything that you haven't got.

Haste?

Why should you hurry?

You must make your listener understand in order to get his order. You certainly can't make him understand by rattling off your demonstration as if you were paid by the number of words you got out per minute.

Uncertainty?

You can't be uncertain. You know too much of the merit of what you're selling to waver one second from the absolute knowledge that you are there to benefit the man you're talking to.

You're too STRONG to let FEAR, HASTE, OR UNCERTAINTY wreck your plans.

Leave them to the weaker sisters.

I've seen lots of men—so have you—who the minute they encounter opposition put themselves on the defensive—

take the attitude of trying to prove that they are not liars. Pity them; they're predestined to failure.

You are master of your interview.

You know what you are going to say.

You know how you are going to say it.

You know that what you are going to say and the way you say it are going to direct your prospect's mind in the channels you indicate to the final point of desire for what you sell.

So—let your facts come as gospel.

State them as undeniable, irrefutable truths. Let your deep sincerity and positive statements head off objections and overcome arguments before they are raised.

Assume that your listener believes you; give him facts he can believe—and—in the majority of cases he will.

Simply make it easier for him to believe than not to.

Avoid the pitfalls of long words and small superfluous arguments. Remember that the man who bears a message, to be effective, must get it across in the quickest, most convincing sort of way. Long words and so-called "clever talking" defeat their very object; they are offensive instead of impressive. And those little, good-for-nothing arguments don't get the orders. Stick to the *big* points of your proposition—the points that count—

the tried and true order-getters. You know them. Use them.

Whenever you open your mouth to make a demonstration forget that you ever made one before—that you're ever going to make one again.

There is just one man in the world to be sold, and that is the fellow you are talking to.

You can't sell him by thinking of the chap you sold yesterday or the one you are going to sell this afternoon. The man is before you; concentrate on him.

Remember, no matter how old your arguments are to you, they ring fresh in his ears.

And the same points that sold your proposition last year—the same ones that will sell it next year—will sell it this very minute to the man you're talking to.

Leave no possible questions unanswered in your prospect's mind.

Some men have a tendency verbally to say "Yes," without really being convinced, just to be agreeable or avoid argument.

Instead of trying to get a mere verbal assent, bend your endeavors toward making a man's mind completely and absolutely convinced of the truth of what you are saying.

In this way—step by step—as you go through your demonstration you will get a general approval on every point you make.

Then—when you get to the net result—getting the order, your prospect cannot raise a point—go back and disagree with you.

Coolly, deliberately, and forcefully bringing into play all your powers of mind and voice, you must lead your listener—lead him by successive stages of conviction—to the final goal of desire.

MEETING OBJECTIONS

Certain objections exist to every proposition in the world.

And what your proposition is determines what the objections *are*.

Call on a thousand average men to whom your proposition is salable.

You'll find the self-same objections on the lips of the majority of them.

And these objections—boiled down and standardized—resolve themselves into a very small number.

For instance, in the paint business the standard objections are:

- (a) "Too much money tied up in present stock to consider changing."
- (b) "No call for your goods."

And really these two objections represent the big buffing points of the paint salesman today. He finds them in the mouths of the great majority of his prospective purchasers.

Now considering the fact that the majority of the men a salesman calls on entertain the same objections, it is only reasonable to suppose that the same rebuttals or answers should overcome them.

That is more than just reasonable; it is absolutely so.

When I say objections, I mean what I say—bona fide.

Objections—

Not merely excuses for not buying. That kind of objection is a reflection on the salesman. He hasn't sold his man.

A real objection can be defined as a valid, existing reason for not taking the goods or proposition. When overcome the sale is made.

The effective rebuttal or answer to an objection is one that gets past; it settles it forever.

Every salesman should study and classify the objections he meets with.

Then when he has these objections fairly well established in his own mind, he should start formulating his rebuttals.

Where will he get them?

Simply from common sense, experience, and experiments.

Whenever an answer overcomes one of these standard objections and makes the sale, put that answer down as a standard rebuttal to that particular objection.

And the first thing you know your equipment includes a standard, effective rebuttal that will clear the path of every common objection you meet.

It is positively a shame to see salesmen stumble and stammer and "hem and haw" in answering an objection they have been up against forty times before. It is inexcusable.

CLOSING THE SALE

In the demonstration you lead your prospect step by step through the successive stages of conviction to the point of desire.

Right there is where the order is yours for the taking.

But to get it you've got to take it.

There's no secret about being able to tell when your prospect feels kindly towards your proposition.

Watch him closely.

And the minute he begins to sway your way you can tell it just as surely as you can feel heat and cold upon your body.

And that minute is the right time to try to take the order.

Stop selling and start closing.

Right here I want to make a distinction—a big one.

There's a distinct difference between asking for the order and trying to take it.

The salesman who asks for orders says, "Do you want this?"

And he does two things he shouldn't.

First of all, he invites a negative answer—makes it easy for his prospect to say "No."

Second, a definite "No" to a question of this kind comes pretty nearly ending the interview. A decision has been passed; you'll have a real job trying to get your listener to reverse it.

Here is the right way to try for the order. When you feel that the time is ripe, act just as if your prospect had verbally said "Yes"; start discussing terms, details of delivery, or something that comes after the order is placed.

As an illustration, you're selling flour to a grocer. You've made your talk; you feel that he is ready to buy.

Instead of asking him to purchase, you take it for granted that he is going to and swing right into the details of taking the order just as if he had verbally said "Yes."

You're making it hard for him to say "No."

In the full realization that a fifty-barrel order would be a large one for the man you're talking to, you say, "You'll want at least a *hundred* barrels, won't you?"

Now if he is ready to buy, he'll come right back with "No, I only use forty barrels at a time."

If he's undecided—half for and half against—your suggestion as to the quantity—the hundred-barrel order—turns his mind from the question of whether he will buy or not to the *amount* he will purchase.

Do you see what that method of procedure does? It gracefully and easily passes the decision point—gets you right down to actually taking the order.

On the other hand, suppose your judgment was wrong; suppose he is not ready to purchase.

If you had come right out and asked for a definite decision you would have received a "No" and that would have pretty near ended the matter.

But a "No" to the quantity question does not mean an adverse decision to the entire proposition. It leaves you free to pick up your selling argument again and reinforce your statements until he is ready to buy.

More salesmen make the mistake of overselling their prospects than underselling.

In plain English, they talk their man to the point where he is ready to buy and then talk him *out* of that mood—lose his interest and his order after it was there for the taking.

You might account for that by saying that this type of salesman does not “feel” when his prospect is ready.

But that is not a fact. They *do* feel it, but they figure something like this, “I’ve got him coming now, but if I try to get an order he may say ‘No.’ I’ll just keep on selling and make the thing a little surer.”

And in making it a little surer they lose out altogether.

Most of us hesitate to face a crisis. We are afraid of an adverse decision.

That is largely why some men oversell their prospects.

But no matter how diffident you feel about it—no matter how great your hesitation, the secret of success lies in driving in and bearing down for the order just the second you feel the time is ripe.

And—if you follow the rules, you’ll get the order.

Here they are:

- (1) Bring your man to the buying point.
- (2) The minute you feel he is ready try to take his order.

- (3) Don't directly ask him to buy. Without giving offense, take it for granted he is purchasing and start settling up the details just as if he had verbally said "Yes."
- (4) If he is not ready to buy, drop your order book and start selling him again.

And remember, no matter how you interest your prospect in your approach—no matter how convincing your demonstration—no matter how strong his desire for your proposition, all the work that has gone before is wasted—absolutely lost—if you fail actually to get the order.

KEEPING HIM SOLD

One of the earlier students of what we might call "standardized salesmanship" used to define it as "the selling of goods at a profit." That shut out the fellow who cut prices or paid no attention to profit. He wasn't a salesman at all.

And for years that definition held good.

But along with modern thoughts on business lines comes a new definition which expresses the whole philosophy of commerce: "Salesmanship consists of selling goods that don't come back to people who do come back."

Stop and think it over.

The salesman of today is more than a mere seller of goods at a profit.

If he is a real man, he creates re-order insurance every time he makes a trip.

Stop and ask yourself one question. The answer constitutes the secret of bringing success to the “*n*th power” in salesmanship.

Here’s the question:

“How can I make every new sale into a satisfied customer—one who never stops buying and recommending my goods?”

Let’s consider a few phases of the answer.

In the first place, the primary step toward building a big business in any line is to pick proper representatives.

There’s neither honor nor profit in selling a merchant whose credit is bad—who won’t pay his bills or is slow in meeting his obligations.

And by the same token, that kind of merchant won’t sell enough of your goods to wad a fair-sized gun.

He isn’t the man you want.

To make a success in selling, first pick successes to sell to.

For—the fellow who makes money for himself can and will make money for you and your house.

DEALER HELP

Then—when you’ve got the right merchants, educate them.

Show 'em *how* to sell your goods to the consumer.

Talk with the clerks. After all, they are the fellows who wait on 80 per cent of the trade in the retail stores of America.

No matter how kindly the proprietor may feel toward you and your products, if the clerks are uninterested or don't know how to sell it, you don't get the re-orders.

It takes salesmanship to open a new account.

But it only takes common-sense and intelligent work to hold it.

You can't get an honest order from a merchant who still has on his shelves a full quota of the goods you sold him last trip around.

So—let your customer calls serve a dual purpose: keep the merchants enthusiastic and show the clerks how to sell the customer.

And—in educating retail clerks and dealers, just remember that the same points that sold the merchant won't sell the consumer.

Here's what I mean.

The merchant buys to re-sell at a profit. He is interested in quality only as trade insurance. Salability and profit are what appeal to him.

The consumer is the man who is interested in the product itself; the consumer is the man your merchandise is made

for. So—in educating the clerks show them the points which appeal to the consumer and how to talk them intelligently.

Just a little effort every day multiplied by the three hundred odd working days of the year will put an army of salesmen in your territory who will carry on your work whether you are there or not.

You can leave a little of yourself in every store that buys your goods and be a stronger man for it.

When you've a clientele that knows *how* to sell your product and *wants* to sell it, you won't have to argue for re-orders.

Empty shelves will do that for you.

THE REWARD

American-plan hotels, small country towns, dirty day-coaches, and hard beds are not the most conducive things in the world to helping a man gain and retain the inspiration and mental attitude that win success.

But remember, brother, many a big man has traveled the same road before you.

And under the magic touch of his determination and inspiration, the dingy leather seat in the lobby of the Codd's House turned to the luxurious tapestry of the Ritz Carlton; the rattly bus, like Cinderella's pumpkin, gave

way to a limousine; and all because he held true to what he knew—that he could make a success if he tried.

You can; you will.

Let your work be your education; the men you meet, your school books; your territory, your classroom. Use them as the university of experience to graduate you into the big field of business.

Don't let a gray day and a seven-week trip throw you into the rut of letting well enough alone.

Only small men land in ruts. Ruts are too small to hold the big man. That kind of a fellow carves a niche for himself in the hall of fame.

Rigid adherence to a fixed determination wins the heights.

And you're in a profession where the will finds the way every time.

You're studying the fundamentals of business—the men who make it up; you're equipping yourself for the things ahead—equipping with knowledge, with power over other men, with all the things that the captain must have to win his rank.

TEST QUESTIONS

1. What are the salary limits to a good salesman?
2. How do you distinguish the order-taker from the salesman?
3. What are three good arguments for the use of a standardized sales canvass in the selling of goods?

4. What are the three steps in the making of a sale?
5. How does a salesman overcome the average man's instinctive antagonism to being sold?
6. What are the two most important factors in the successful approach?
7. What things does the salesman attempt to accomplish in the demonstration?
8. Why is it necessary for the salesman to be master of the situation during the entire sale?
9. What practical suggestions have you to make for meeting objections on the part of the prospect?
10. Explain the right way and the wrong way to proceed in closing the order.
11. What great principle must a salesman bear in mind so as not to cut off an interview prematurely?
12. What is the practical definition of salesmanship given in this milestone?
13. Why is "keeping him sold" such an important factor in salesmanship?
14. What practical suggestions are made for the use of dealer help?

PART TWO—SALES ADMINISTRATION

DIVISION I

THE PRODUCT AND ITS DISTRIBUTION

THE FIRST PRINCIPLE OF DISTRIBUTION

The show that *pleases the people* gets the crowds.

The hotel *the public likes* is always full.

The *choice of the majority of American voters* is elected President of the United States.

It isn't what *you* like or what *I* like or what *Smith* prefers; the one question we're *all* trying to answer is, "*What do the majority of the consumers want?*"

Kittrick, the druggist, is a wizard at picking goods that move readily off his shelves. His personal tastes typify the choice of the majority of his trade; he seems instinctively to *know what his customers want*—what they will buy. His business grows by leaps and bounds; Kittrick's business and Kittrick's bank balance loom larger every year.

Naturally his personality, his store, and his service have played their part in Kittrick's growth, but if he didn't

give people what they want, all these other things would not count.

The majority of his purchases are made through the Jefferson Wholesale Drug Company, biggest jobbers west of New York City. Their policies are sound; their territories are well covered; their deliveries are prompt. But the one thing that is responsible for the rapid growth of the Jefferson Wholesale Drug Company is that they stock and list just exactly what Kittrick and thousands of other successful retailers like him want and demand.

The manufacturers from whom the Jefferson Wholesale Drug Company purchase "break their necks" to give them just what they want.

The Jefferson Wholesale Drug Company build their business on a basis of giving the retail druggist what *he* wants.

CONSUMER DEMAND

And what the retailer wants is *what his customers demand*.

That's the cycle of sales. It all hinges around that one question, "What does the ultimate consumer want?" For the only man that really counts is the fellow who finally buys and uses the goods.

And the nearer every man who is engaged in manufacturing or marketing comes to answering correctly *in his product* the question of consumer demand, the closer he is to having more business than he can handle.

You simply can't get away from it.

By the laws of precedent and practice you are in the hands of the consumers to whom your product finally goes.

DEMAND FOR FRESH GOODS

Why do you suppose Kellogg seals his Corn Flakes in a waxed paper package?

Just one reason: The consumer wants corn flakes fresh and crisp; the waxed paper helps to keep them so.

If the ultimate consumer preferred moist, soggy corn flakes, you can wager your bottom dollar that Kellogg's packages would carry moist blotting paper to keep the damp *in* instead of waxed paper to keep it *out*.

DEMAND FOR SELF-STARTERS

Are automobiles equipped with self-starters because the manufacturer wants to put them on?

No!

There's a self-starter on your car because *the majority of auto-users don't want to crank their car by hand.*

When a man says something about creating demand he really means awakening it, because if the latent demand doesn't exist in the public mind the product will not and can not make a lasting success.

DEMAND FOR THE OIL MOP

About six years ago a colored man in southern Illinois compounded from various oils a furniture and floor polish to which he gave a scriptural name.

He interested a brick manufacturer in the article and its possibilities, and they became partners.

Side by side with a mop pail in the brick manufacturer's office stood a bucket of the polish.

The porter who cleaned out the place replaced his mop in the pail of polish, by mistake.

And the result of that mistake was the first oil mop.

More as a novelty than anything else the brick manufacturer decided to market along with the furniture polish an oil-soaked mop for hardwood floors.

There were a thousand and one furniture polishes on the market. Competition was keen and his furniture polish really made no greater appeal to public demand than the other fellow's product.

But although they themselves didn't realize it, every woman who had a hardwood floor was in the market for something which would quickly and efficiently take up the dust and polish the surface.

And the first article ever offered to supply this latent demand was the accidentally discovered oil mop.

The oil mop spread like wildfire.

One housewife told another and the whole town went "oil mop crazy."

Let's stop right here a moment.

Did that man *create* the demand for an oil mop?

No. His product simply supplied a latent demand which already existed for something that would quickly clean and polish hardwood floors.

The demand was there and had been for years. His mop, crude as it was, represented the first attempt to supply it.

From this accidental soaking of an old mop with furniture polish has grown in five years what amounts to practically a new industry. There are a dozen or more good-sized oil-mop manufacturers in America today. As a business, it totals many millions of dollars in volume.

Yet the originator—the fellow who marketed the first oil mop—the pioneer—is one of the smallest in the field today.

Why?

He rested on his oars—felt that the sheer consumer demand for what he made would carry him through. He failed to lay his plans, organize his distribution, and perfect his product. The wonderful opportunity that fate placed in this man's hands has paid him only pennies

where under proper management it would have paid gold dollars—yes, and more—

SUPPLYING THE DEMAND

Which brings us to another big point, namely, that even the best product in *the world will not sell itself*.

The minute you improve your product, the minute you market a new article, the eyes of competition begin to cast about for something to make their product equally good.

To cash in, you've got to strike while the iron is hot—gain a lead that competition can't overcome, and to do this your sales work and your sales force must be so organized that you can market overnight what it takes other people six months to merchandise.

It is no longer a problem solely of manufacture with an eager public waiting to purchase and consume. Distribution and selling must now be brought to the point where you can reach quickly and effectively the great masses of distributors and customers.

The carburetor salesman, if you talk to him long enough, will advance facts and figures practically to prove that your whole car hinges on its carburetor. Yet your common sense tells you that there are other parts equally, if not more, important.

The advertising man will tell you:

“When people **KNOW** your goods they will ask for them.”

That statement is truthful enough but incomplete. On the face of it, it makes advertising the "whole car," whereas in reality it is just one part. An auto can't run without a carburetor, but a business man *can* succeed without advertising.

There's more to an automobile than a carburetor; there's more to an industrial success than just good advertising.

What goes before the advertising is just as important—yes, more so—than the publicity itself. Here's about the way *sound* instructions on how to advertise would run:

Make a reliable product that appeals to the consumer. Secure a representative distribution among dealers who understand your product and are willing to push it. *Then*—advertise so people will know your goods and try them.

For—at best—advertising, direct mail order work excepted, is but one link in the merchandising and selling chain and *all* the other factors must be present before resultful publicity is possible.

Giving the consumer what he wants does not by any means entail any decided changes in the character of a product.

The addition of one little feature may make a product of which there are literally hundreds of makes, appeal just a little more to the consumer, and that little more swings the scales its way.

One tooth-brush manufacturer put a hole in the end of his brush and enclosed in his package a screw to hang it on.

The first fellow who covered the working parts of an electric washing machine reaped a harvest of increased orders.

Fundamentally his machine was no different from ten or more others. But he cashed in on the fact that the buyer wanted a machine which had no exposed working parts to catch and maim unwary fingers.

In the straight specialty line, where selling expense sometimes exceeds the cost of making the article, some manufacturer may feel that this line of reasoning does not apply to his product—that a demand has to be *created* in each case before the sale is made.

His salesmen may say, “No man wants what I offer when I enter his door. I have to *make* him want it.”

Nonsense. The article where demand doesn't exist, whether it be active or latent, simply doesn't sell.

There may be no active demand for the blank check perforator. But—there are thousands of concerns issuing checks who want their paper *protected* against raising.

And the blank check perforator supplies this demand. The salesmen don't create demand; *they awaken it and connect it up with what they sell.*

The self-shavers of America felt no need for shaving sticks. But shaving sticks, as a quicker, handier method of lathering than the old-fashioned soap and cup and brush, found a market and a big one.

SELLING FACTORS

Your product, whatever it may be, can correctly be divided into four component parts, namely:

- (1) Demand
- (2) Quality
- (3) Features
- (4) Price

DEMAND

The basic fundamental of any product is DEMAND.

If you are making work shoes, you know that there is an established market, a regular, steady consumption of this class of merchandise. So—your question of demand resolves itself into a question of turning trade to your particular brand of shoes.

One man spent twenty years perfecting a machine that was so near human as to be almost uncanny in its work.

For the convenience of their customers and salesmen, paint manufacturers issue what they call "color cards." These cards carry small oblong pieces of painted paper showing all the different shades of paint. Owing to limitations of printing, to do the shades justice, large sheets of paper are painted by hand, dried, cut to the size, and then *pasted by hand* on each color card.

The machine this fellow spent twenty years on did the work of ten girls; it affixed the oblong shade papers automatically to the color cards.

But the entire United States offered a market, all told, for only about twenty of these machines.

Demand was practically nothing.

On the other hand, another man invented a metal cap for closing bottles to replace corks. Consider the demand for this article and you will realize the enormous fortune this invention paid.

If the demand for your product is large and active, your problem is to center as much of it as possible on what you make.

Demand for soda crackers was great when "Uneeda" entered the field. They have been so successful in centering soda cracker demand around their product that there have been over four hundred imitations and infringements of their trade-mark and the "Uneeda" name alone is valued today at \$6,000,000.

If the demand for what you make is latent or partly so, your big problem is a selling one, namely, how to awaken this demand and supply it with your product.

QUALITY

The next consideration comes in the form of that much abused word "QUALITY." In this connection, I use the word "quality" as indicating a degree of worth high enough to satisfy thoroughly the man who ultimately uses the article.

The day of "Caveat Emptor" has long passed. Instead of letting the *buyer beware* lest he *get* poor goods, let the

seller beware lest he *give* goods not good enough to bring the man back again.

For these days business is built on repeat trade. Like the merry-go-round, we must come round again and the biggest assets of any stable business are its oldest customers.

FEATURES

Put your own construction on the division I have entitled "FEATURES."

Your interpretation depends upon your business.

In wrapping paper, the feature of a product might be its low price, due to economy in manufacture.

On the other hand, the feature of another wrapping paper might be its light weight and strength.

Then, again, the feature of still another paper might be its appearance.

If you were making overalls for workingmen, the first consideration—the big feature—would probably be durability—wear-qualities.

The features of your particular product represent that about it which in the last analysis appeals most to the man or woman who ultimately uses it.

PRICE

The last division is "PRICE." Considering first the quality of what you make, your price must be reasonable; it

must be in accord with other similar articles of equal value or merit.

Your price to the consumer must be what he wants to pay for an article of the grade and convenience you offer.

And with this price to the consumer you must include:

- (a) Cost of manufacture plus general overhead
- (b) Selling cost
- (c) A profit for yourself
- (d) A profit for the distributor or retailer

But the man who goes out to market an article on price alone—on a *low* price—is making a bad business move. He is handicapping himself and stamping his product “cheap.” He is making as big a mistake as the fellow who asks *more* than his goods are worth.

All these things combine to make the ideal product—the easily marketable product—which brings repeat orders and steady business.

DEMAND PLUS QUALITY PLUS FEATURES PLUS PRICE.

I wonder if you haven’t sometimes compared the discrepancies between cost to make and selling prices in various businesses and wondered how the other fellow “got away with it.”

For instance, the shoe manufacturer whose selling cost averages about 7 per cent looks aghast at the computing scale manufacturer who pays his salesmen a 40 per cent commission.

Both these selling costs are included in the price the consumer pays.

And yet in both cases the *price to the consumer is equitable*.

The consumer buys shoes because he needs them.

The butcher *needs* a scale but doesn't realize it.

The shoe purchaser *buys*. The scale buyer is *sold*.

And because in the natural course of things it takes more salesmanship to make a butcher or grocer buy something which he at first doesn't feel the need for, the scale salesman gets 40 per cent as against the shoe salesman's 7.

Let's see how both articles work out in the hands of the men who use them.

The man who buys shoes unknowingly pays a 7 per cent selling cost because a good salesman has placed a particularly meritorious brand in the store where he bought.

He gets full value out of his shoes.

The butcher up to the time he put in the computing scale lost money by errors in computing weights and prices of meats. The scale saves him money; it pays for itself year after year and surely it was worth the 40 per cent selling cost which he unknowingly paid to have this continual money-saver brought into his store.

The law of averages governs the per cent cost of sales. The harder an article is to sell, the more it costs to market it; the easier the sales come, the lower the expense.

And—as a final proof that in spite of these widely variant selling costs trade is just and equitable, at the end of the year the computing scale company declares the same dividend on its gross sales as the shoe manufacturers.

FACTORS IN DISTRIBUTION

Working inclusive from manufacturer to consumer in general lines of trade, we find twelve big steps or factors in distribution.

These factors are as follows:

- | | |
|-----------------------|-----------------------|
| (1) Manufacturer | (7) The Jobber |
| (2) Sales Policy | (8) Jobber's Salesmen |
| (3) Sales Direction | (9) New Dealers |
| (4) Employing New Men | (10) Old Dealers |
| (5) Training Old Men | (11) Retail Clerks |
| (6) The Salesman | (12) Consumers |

All these factors play their part before your product reaches the ultimate consumer through the ordinary channels of trade.

For instance, a manufacturer of heavy machinery selling direct to bottlers, whose salesmen are calling on the ultimate consumer, may truthfully say, "It doesn't exactly apply to my business."

But—his business is in the minority and he will find enough material of value to him in this work easily to counter-balance what doesn't directly apply.

The above as an explanation—not an apology.

The well-balanced business must be governed by certain clear, definite, strictly adhered to sales policies, embracing prices, discounts, methods of distribution, etc.

Sales direction is as important in business as the work of a general in directing his army. The difference between efficient and hit-or-miss sales direction spells the difference between profits that can easily be lost and maximum returns from the efforts of all concerned.

Employing new salesmen? Where are you going to get them? How are you going to pay them? How can you insure maximum successes from new men put in the field? All these questions must be answered.

Then the problem of training of new salesmen so that they will be fit and productive representatives. What is the best way to do this?

Again, the salesmen as a class—the men you now have in the field. How are you going to keep them working? How are you going to direct their work—keep in touch with them and their territories?

If you are distributing through the jobber, how are you going to sell him in the first place? What can you do to help his men in turn re-dispose of your product to the trade?

Then back to the direct problem of your own salesmen. How can they best go about getting new customers? What can they do to develop the business of old trade and help

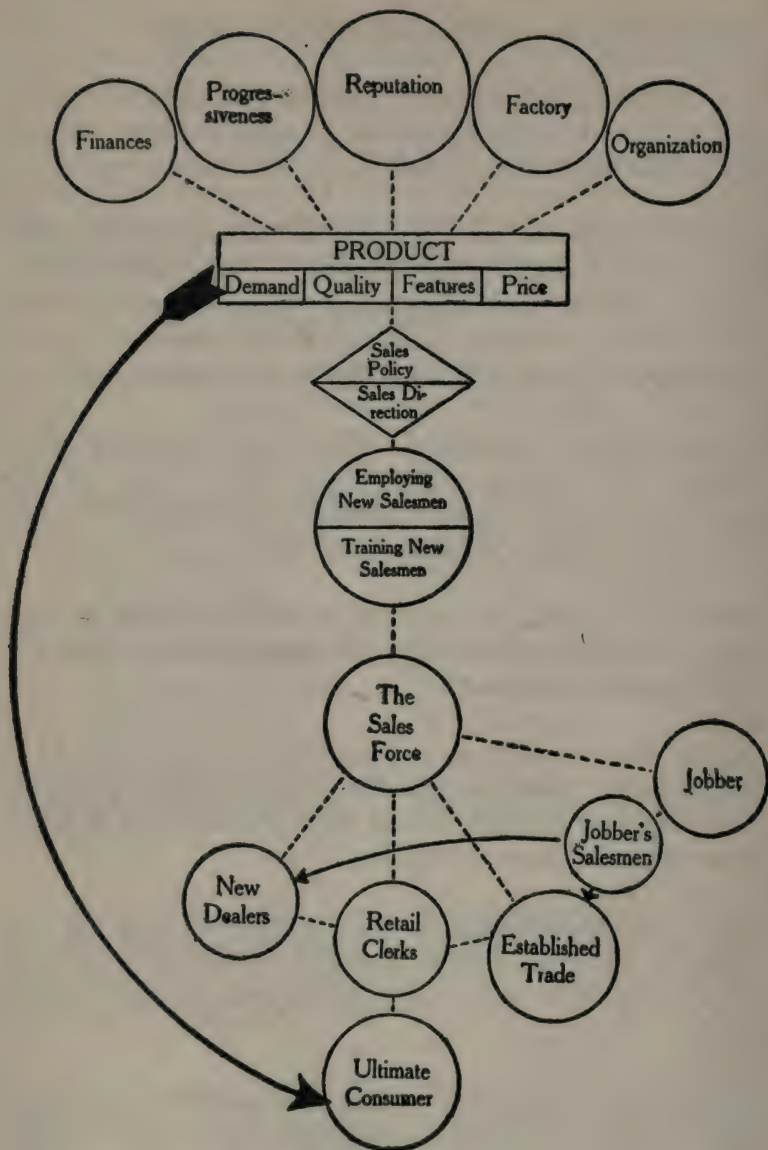


FIG. 4.—The Distribution Process

retailers dispose of an increased quantity of your product?

What can you do to enlist the retail clerk on your side and get him back of your goods?

And—how are you going to enlist *all* of these forces together to influence, by that strongest of all advertising—word of mouth publicity of the one man or woman who really counts, the ultimate consumer?

The balance of this book is designed to answer these questions.

TEST QUESTIONS

1. What is meant by the expression "consumer demand"?
2. What factor in consumer demand did Kellogg recognize when he sealed his corn flakes in waxed paper packages?
3. What made possible the success of the oil mop?
4. Why is mere publicity or advertising in itself not sufficient to insure the successful distribution of goods?
5. What are the four selling factors by which the selling qualities of any product may be judged?
6. Make a list of at least six different products which have built a demand around themselves similar to that of the "Uneeda Biscuits."
7. What does the author say in regard to the new business interpretation of the old principle of "Caveat Emptor"?
8. Do you train your observational power for detecting the "feature" quality in goods by analyzing everything that you have to sell and everything that you buy from that point of view?
9. What factors are included in the price to the consumer?
10. What are some of the elements that enter into the selling cost?
11. Explain why certain specialties have an unusually high selling cost.
12. What are the twelve factors in distribution?

DIVISION II

SOUND SELLING POLICIES

VALUE OF SOUND POLICIES

The great bulk of merchandise manufactured in America reaches the ultimate consumer through retail channels.

Consequently we will deal with selling policies from that angle.

At the same time the manufacturer whose salesmen call directly upon the final users of his product will find much of the material in this division applicable to his particular situation.

Just as the community in which you live has fixed laws to govern current, often recurring conditions, certain laws should be evolved to govern the general selling policies of your business.

And once decided upon, these policies should be adhered to as strictly as a well-operated railroad keeps its trains running per time table.

Definite sales policies do away with the annoyance of being continually called upon to decide petty, minor ques-

tions; they prevent complicated situations and keep the road clear for rapid progress.

No one man should decide the question of what these policies are to be. They must, to be sound, represent the consensus of opinion of the executives of the institution as a body.

PRICE

The first policy to be decided upon is price.

Get out your cost sheets; call a conference; decide on what the prices shall be all the way up and down the line of distribution; get your quantity discounts fixed.

Put the whole thing down on paper.

And—let your price *list* be your price *policy*; *stick* to it.

More especially in lines distributed through the retailer, prices must be as firmly fixed as the pyramids.

It is absolute commercial dishonesty to have one price for one man and another figure for another fellow on the same goods in the same quantity under the same selling conditions.

And in these days of close retail associations, it is only a question of time before somebody starts comparing notes, and that's fatal to the manufacturer with rubber in his price list.

And every manufacturer who has given his salesmen leeway on the price question knows that if given an inch they'll take a mile every time.

For the salesman who knows that his company will cut prices under pressure almost invariably brings that pressure to bear. The result is slashed profits.

Apart from comparing notes with each other, retailers soon grow to know the manufacturers whose prices are elastic.

You yourself can have but little confidence in the clothing store whose price tags are only a basis for dickering.

And on the same principle exactly, the retailer has but very little confidence in the manufacturer whose prices can be forced down by shrewd buying and trading.

Set your prices at a fair figure. Put them where both you and the retailer can make an honest profit.

Offer quantity discounts if it is advisable, but don't give the discounts except where the quantity is purchased.

A fixed price basis constitutes a basic sales policy that furnishes the right kind of a foundation for big business.

About six years ago the writer was called into consultation with a large manufacturer whose product was distributed through hardware stores and lumbermen.

There were 6,200 customers on their ledgers.

And in a big card index file they had one card for each customer showing the prices he bought at. 6,200 price cards! *Think of it!*

To all intents and purposes this concern's prices were whatever the salesman sold at and whatever the retailer would pay for the goods.

Unfair? Decidedly so!

Smith, in Bloomington, bought a carload per year for \$1.75 per unit.

Jones, in Springfield, purchasing about half as much as Smith, was buying identically the same stuff for \$1.00 per unit.

Competitors, beginning to realize this situation, were using it as a leverage in displacing our client's product.

Merchants were comparing notes at conventions and the result was lost customers.

The price situation was the result of a phenomenal growth in a comparatively short space of time. And the larger the business grew, the more complicated and unhealthy the price situation became.

At the time when we were called in, those 6,200 price cards were fast becoming a menace to the future of the institution.

In the course of our investigation we found that net profits were lower in this particular concern than in

others in the same industry. This was largely due to the fact that the majority of their salesmen took advantage of the situation and sold at the low rather than the high prices.

After three weeks of careful assembling of information, we found that at a price scale about equal to other manufacturers in similar lines, our client could net the same *profit* on three-fourths of his current volume.

In other words, they could lose 25 per cent of their trade and still make as much money, provided the remainder of the business were put on a fixed price basis.

A few minor changes were made in the product to justify the use of the word "Improved," which we added to their label.

And on March 14, 1908, their first fixed price scale went into effect.

No notices were sent out to the trade. All work was done through the salesmen, who covered their territories once every sixty days.

Each salesman was called in, individually instructed on the new price scale, and shown how the product had been improved.

Naturally the customers who had been paying *more* than the new price scale gladly accepted the *decrease*.

The rub came with the retailers who had been purchasing at *less* than the new price scale called for.

But with the aid of the word "Improved" on the label and the slightly bettered quality of the article, our salesmen won over a high percentage of this class of trade.

True, we lost a large number of customers who refused to pay the increased prices.

But in most towns where we had a dealer for any length of time, the brand was well enough known to enable our men to open a new distributor on the established prices.

As the result of four months of hard work, one printed price list replaced the file with its 6,200 cards.

The business was moved from the shifting sand base of elastic prices to the bed-rock foundation of a fixed policy in this direction.

And later developments in this particular industry proved that a continuance along the original course would have meant inevitable ruin.

About the only business in which there is any excuse for different prices to different people is one where every job is a "special" and prices based on cost to manufacture are submitted in competition.

SELLING THE JOBBER

The next big question to be settled in most businesses distributing through the retailer is, "Shall we or shall we not sell the jobber?"

Somehow or other, I have met but few men who took a sane, rational view of the jobber question. Most of them were either strongly for or against.

The jobber worth selling today—the big fellow—as a rule prefers to market your product under his own private brand.

For instance, in the hardware trade the brand “Revenoc” belongs to Hibbard, Spencer, Bartlett & Company, the “Keen Cutter” mark to Simmons, and the “Diamond Edge” to Norwall, Shapleigh Hardware Company. In the grocery trade Sprague, Warner own the “Richelieu” brand, etc., etc., etc.

In this connection, it is hardly necessary even to discuss the question of whether or not you want to supply the goods to be resold under his mark.

Manufacturers supplying these goods are simply taking advantage of an outlet for a considerable quantity of merchandise at a short margin—using the outlet to help keep their overhead down.

But the ultimate good-will effect of building up the trade-marks go to the concerns owning them. A change in source of supply, so long as the goods are up to grade, does not affect the sale.

The real problem of jobbing distribution comes when your salesmen are in the field selling your product under your own brand.

No jobber will long refuse to sell what the retailer continually asks for on account of a consumer demand.

And if your field work has been intelligent enough and your product has the appeal, first thing you know the jobber's salesmen report in to the house and you have an opportunity to sell a considerable quantity to jobbers as against small lots to individual dealers.

Here is where the need arises for a definite policy in this respect.

First, let us analyze the jobber and the conditions surrounding his business.

Jobbers in the majority of lines are with a few exceptions largely local institutions—confined to the general territory in which their offices and warehouses are located.

It is easy to understand why this is so. In the United States there are 56,000 grocery stores, 27,000 furniture stores, 42,000 druggists, 20,000 jewelers, 30,000 hardware stores, to say nothing of the other classes of dealers who bring the total close to three-fourths of a million. There are 148,000 general stores alone.

In your grocery line, for instance, the retailer is only occasionally in the market for the line of an individual manufacturer and then buys only a small quantity. Consequently the manufacturer's salesman is at best justified in calling only at long intervals.

On the other hand, the grocery jobber's man will call every thirty days or even oftener. The jobber can afford

to do this intensified work on the territory owing to the multiplicity of the lines he handles.

The dealer purchasing from the jobber is enabled to order smaller quantities of individual items and supply a number of his wants at one time.

In many cases the jobber carries over the retailer's accounts on terms which make the transaction almost a matter of financing the dealer's business for him.

So the jobbing situation in general offers the manufacturer a market for a large volume. The jobber pays spot cash for a quantity of goods where the retailer takes his time in paying and his bookkeeping expense naturally increases with the multiplied number of accounts.

And the jobber's salesmen cover the average territory just about four times as closely as any individual manufacturer can afford to do.

But as a matter of common knowledge, with but few exceptions, jobber's salesmen are order-takers, *not* business creators.

This is only natural. They have so many lines to show and they have to make their towns so quickly that in the first place they haven't *time* to push any individual line—to do it justice. Their work consists for the most part in skimming the cream of what the retailer knows he wants when they call and reminding him of a few seasonable articles he may be in need of.

Furthermore, the jobber's salesman as a class is a low-salaried individual and on the actual salesmanship score does not mark up very high. Mind you, he fits his place; he does his work and does it well; he is honest, conscientious, and a hard worker. But when it comes to creative sales work, he doesn't cash except in exceptional cases.

If you are going to depend on the jobber to create a demand for your goods, you've a sad disappointment in store.

On the other hand, if you are a young concern and need the money for the goods you sell and need it quickly, use the jobber as a bank. Pay him his profit margin in return for his quantity purchases, instead of being obliged to await the pay pleasure of a hundred and one individual retailers.

Or—if you want additional volume to bring down your factory overhead, go to the jobber and make a contract to supply him with goods under his own brand.

But if you want to build a big business on your own trade-mark and have it for your own, do your own marketing. No other man can possibly take the same interest in or put the same steam behind your product that you will yourself. And you can rest assured that the day you sell a jobber goods under your own trade-mark, it is solely and simply because of the fact that dealers are calling for it.

JOBBERS AND EXCLUSIVE AGENCY AGREEMENTS

Some sad situations exist where manufacturers are selling retailers under exclusive agency agreements and the jobber at the same time.

Most unpleasant situations of this kind are the result of rapid growth without any decided, far-sighted sales policy behind it.

I have in mind one flourishing western business that started in a small way, some ten years ago, selling the druggist.

One of the partners went on the road himself and his first calls were on the leading drug jobbers of Minneapolis and Chicago.

The jobbers absolutely refused to purchase.

The Chicago jobber made a statement which afterwards turned out to be a prophecy. He said, "Come to me when the retailers are calling for your brand and I'll buy it."

Failing to sell the jobber, this young concern turned its attention to the retailers; and by dint of hard work, a good article and a growing demand soon placed exclusive agencies for it in most of the middle western towns.

These agencies did well—very well indeed, and although competitive brands were handled by other dealers, the original article continued to prosper and grow. The consumer as a class called for Robinson's Reliable Rubber Goods instead of just plain rubber goods.

Just about this time the jobbers, feeling the demand for Robinson's Reliable Rubber Goods, got in touch. Dazzled at the prospect of big quantity business, the manufacturers immediately proceeded to sell the jobbers under their own brand.

Now this is not the tale of a wrecked business or anything of that kind. As a matter of fact the institution I refer to is making a steady increase every year, but this thorn in their side, of their own placing, is really a detriment to their progress.

It works two ways.

Their salesmen open an account—give a druggist the exclusive agency for his town.

He starts selling.

Next month along comes the jobber's salesman. He is selling the druggist a number of other lines. Seeing some of the manufacturer's goods on the shelves, he exclaims, "O, you handlin' Robinson's stuff now, Bill? We sell it too. Do you need any?"

The druggist looks at his stock. He does need some and gives the jobber's salesman an order.

True, the manufacturer eventually sells that order. But in going through the jobber's hands his profit and the sales of his own man are cut down.

Here's another angle on the same situation.

Starr, one of the old dealers on Robinson's Reliable Rubber Goods, has had the exclusive local agency for years, has pushed it hard, has established not only a fixed retail price, but a good demand for the product locally.

Along comes a new dealer. He finds as a result of Starr's work a good demand for Robinson's Reliable Rubber Goods. Now he can't buy them from the manufacturer, but he can and will purchase them from the jobber. And when he does, what is Starr's exclusive agency worth? Not a nickel.

These are but a few of the vexing problems and petty annoyances which arise as a result of a poorly-advised distribution through both jobber and retailer.

On the other hand, if the Robinson outfit hadn't tried to use the exclusive agency as a talking point, their jobbing business would have been fairly well worth while.

It is a matter for consideration—for the exercise of judgment based not only on present conditions but on future possibilities.

THE PLACE FOR THE JOBBER

Don't imagine for one moment that I am decrying the jobber and his position in the field of distribution. Not a bit of it. No factor in commerce is more valuable in its proper place than the jobbing house.

For instance, here is Burke manufacturing one small article—a patented pair of pliers. It wholesales to the dealer for 30 cents and retails to the customer at 50 cents.

The average dealer buys a dozen at a time—total, \$3.60. Never in the world would Burke's pliers justify his employing traveling salesmen to call on the trade with his one small article. Their total sales, let alone profits, wouldn't pay traveling expenses.

To market his goods, Burke has got to do one of two things: Either put it out through side-line commission salesmen or give it to the jobber. Side-line men are unsatisfactory.

So right here the jobber plays a big part. His men, closely covering the territory, show the Burke pliers and get a number of small orders—representative distribution. Instead of being obliged to handle one thousand individual dealers and wait for his money, the jobber carries over the account and gives Burke an immediate check for the total amount.

In practically every staple situation the jobber is a valuable factor of distribution. Where close working of territory, small dealer stocks, and frequent calls are necessary, the jobber is more capable than the manufacturer himself.

But—get this right. Where missionary work and introductory sales efforts are required, with very rare exceptions, the jobber is impossible.

However, in cases where the demand exists and the manufacturer wants added volume, the jobber gets orders which in the ordinary course of events would be diverted elsewhere.

We have had many experiences where the manufacturer placed one of his own men on the jobber's staff and secured excellent results. This special man not only addressed meetings of the jobber's sales force, but went out in the field, made sales, worked with and educated

the individual men until they were capable of putting the proposition over.

First take a careful note of every phase of your situation—past, present, and future; weigh the advantages of jobber distribution against its disadvantages; and then let the question be decided by the facts.

DEALER POLICY

The matter of dealer policy nowadays resolves itself largely into the class of dealers you distribute through, whether or not you will grant exclusive agencies on your product, and what assistance your men are going to render the dealers handling your goods.

The class of dealers you distribute through is largely fixed by precedent. In this connection, however, I might call your attention to one case where a corporation making a corrugated iron roofing, whose product had been distributed exclusively by hardware stores and tinsmiths for a number of years, added 25 per cent to its yearly sales by starting an aggressive selling campaign on the lumber dealer.

They had been bound hand and foot by precedent. Except in a few isolated cases, the lumber dealer had not been considered as a distributor, but once the ice was broken it spread like wildfire and today you'll find but few lumber dealers who are not handling corrugated iron and all that goes with it.

From a distribution standpoint, the Gillette Safety Razor was cutlery and should have been distributed through

hardware stores exclusively, but as a matter of fact you'll find it everywhere, from the corner drug store to the cigar store in the next block. And this almost universal distribution has played a large part in its success.

THE EXCLUSIVE AGENCY

Next, as a question of policy, comes the exclusive agency problem. Shall it or shall it not be?

Judge for yourself.

For many years, "We give you exclusive agency" has been regarded as a strong talking point. Yet, in the paint field, where exclusive agencies are probably more universally offered than in any other industry, "Jap-a-Lac" walked in with a general distribution and no protection and swept the market.

The manufacturer who offers the retailer an exclusive agency purely with the idea that it is an additional talking point makes a grave mistake.

The real reasons for an exclusive agency should be (1) because *one* retailer can sell a big enough proportion of the goods per year to justify it and (2) because the merchant in return for the agency *will* get back of the product and co-operate.

A large manufacturer we number as a client offers exclusive agencies on his principal product.

In a small Wisconsin town he has one dealer doing a business of ten thousand dollars a year. That dealer

would be *worthy* of protection against competition even if it were the exception instead of the rule.

In a neighboring town where opportunities are even greater, this manufacturer has another dealer whose yearly business averages only two hundred dollars. This in spite of the fact that to our positive knowledge over eighteen thousand dollars in this line are sold every year in that particular community.

The extreme cases of those two dealers—one good and one very poor—should serve to illustrate the danger of the exclusive agency, simply because the majority of your dealers are bound to be in the average or poor class.

We have in several cases made the recommendation and seen it put into successful operation that the exclusive agency be given, contingent upon the dealer's producing a certain volume of business the first year. In the event of his failing to do so, the town automatically becomes an open market.

Wherever the exclusive agency proposition arises, the choice of dealers is vital. The representation of your product in a town under these conditions pretty nearly determines what your volume from that section is going to be.

More and more every day we grow away from the exclusive agency proposition as a fixed, definite policy and make our law in this connection flexible enough to protect the dealers whose business justifies it and throw towns wide open where the opposite holds true.

DEALER HELP

Then arises the question as to the amount of co-operation you are going to extend to the dealer.

As advertising is being treated separately in this series, I am going to eliminate it from my book and deal entirely with the function of the salesmen.

Your salesmen have two classes of retailers to deal with:

- (1) The new buyer
- (2) The customer—established trade

I would make it a standard practice for every salesman who opens a new account to spend five minutes with the merchant after the deal is closed, giving him and, if possible, his clerks a crisp, clear talk on the selling possibilities of the product and getting them in a receptive frame of mind, and then return after the goods are delivered and get them started right.

In all calls on established trade, we have found it of great value to have a standard practice for salesmen to work from. Instead of going in aimlessly with the idea of making themselves agreeable, under our plan men enter the store with the fixed purpose of showing the merchant and his clerks the best way actually to sell the products of our client. *They substitute information for hand-shaking and leave behind them enthusiasm and knowledge.*

The average man has no idea how much can be produced in cash returns by a sales force where the return call on

a dealer is made with a specific object in view and a definite method of producing the desired end with the dealer and his clerks.

By all means, wherever it is possible, force your salesmen to call on consumers. This keeps the salesman's perspective intact, gets him mentally back of the *counter with* his customers, and forces him to work with instead of against the retailer.

CONSUMER POLICY

Last of all but not least—with due apologies to the long dead and gone gentleman who first used the phrase—comes the matter of consumer policy.

When I start talking about this, a lot of you are going to stop listening.

Simply because it's a subject which most of us prate glibly of in public but fail to practice in private.

What I'm getting at is this:

Are you honest?

If you are, your consumer policy is "Money's worth or money back."

And you'll live up to it. In the strife and turmoil of the problems and the questions right under our own eyes, we sometimes lose our perspective—lose sight of what happens when the fellow who finally buys what we make finds something wrong.

You pay good money for the printer's ink kind of publicity.

But the best advertising in the world is that of the fellow who likes you, your product, or your proposition, and by word of mouth conveys his opinion to another who may some day buy.

And oftentimes the complaint that is made right cheerfully and with a good grace makes a better friend than the product that was satisfactory in the first place.

Gain the good-will of the ultimate consumer—the man whose favorable opinion of your business is built by an iron-clad policy of giving him what he pays for.

TEST QUESTIONS

1. Give at least half a dozen advantages that result from a definite selling policy.
2. What are the advantages of the fixed price?
3. Have you had any disappointing experiences, either in buying or selling, on account of the absence of a fixed price policy? Could they have been avoided or remedied by a fixed price policy?
4. What advantages does a manufacturer derive from selling the jobber? What disadvantages?
5. How does the general average of the jobber's salesman compare with the general average of the specialty salesman?
6. What confusion is likely to result from a combined "selling the jobber" and "exclusive agency agreement" selling policy?
7. Is the jobber likely to continue as a factor in the distribution of goods? What arguments for your answer?

8. What are some of the advantages and some of the dangers of the exclusive agency?

9. How can dealer help be used effectively by salesmen?

10. Why should the manufacturer and distributor have a definite consumer policy?

11. What is meant by word of mouth advertising? What is its value?

12. What objections exist against introducing a new line of goods to the public through the jobber?

13. Account for the fact that in the majority of cases jobbers cover but a limited territory.

14. Make a list of at least a dozen lines of trade-marked goods which bear a jobber's brand.

DIVISION III

THE SUCCESSFUL SALES MANAGER

HIS PROBLEM

Jackman was by far the best salesman on old Silas Gregg's force.

One fine spring morning, Gregg, without any "if's," "and's," "why's," or "wherefore's," picked Jackman up bodily and planted him in a private office behind a glass door inscribed "Sales Manager."

In desperation, Jackman stopped Gregg and asked him, "What do you expect of a sales manager anyway?"

Over his glasses, grizzled, gray Silas Gregg looked at his new executive. "More sales and a lower selling expense," he answered.

"How?" Jackman's voice bore the semblance of a tremble.

"That's the one question my sales manager has to answer for himself," answered Gregg as he left the room.

And the showing of the result records of any business indicates the degree of success the sales manager has met

with in answering that vital question of how to increase sales and decrease expense.

TYPES OF SALES MANAGERS

For our purpose there are two broad classes of sales managers: first and by far in the majority, the detail type, and second, the creative type.

THE DETAIL TYPE

In speaking of the detail type of sales managers, I refer to the fellow whose main burden seems to be to keep the clerical work of his department in shape—who spends more time auditing expense accounts than in opening new territory—in short, the man who overlooks the opportunity which is placed in his hands and grinds away day by day at a petty task that never ends.

Enough of this type of sales manager. If he wasn't in the majority, the creative type couldn't by any possibility command the salary he does.

THE CREATIVE TYPE

The creative type of sales manager is the fellow who will take raw material and turn out a finished salesman—the man who holds the reins on his force so that high speed is the daily rule and maximum results the monthly record.

He is the type to model after; he is the man who commands as large a salary as the president of the company he works for. He is the fellow big jobs seek year after year—the fellow who has a future because he has made his past.

FULL AUTHORITY

Absolute authority over his men is the first tool that should be placed in the sales manager's hands.

If a salesman knows that he can go over his sales manager's head to the man above, that sales manager's authority is nil. And without full and absolute authority nothing can be accomplished.

Taking it for granted that the executive is free to fire, hire, reprimand or praise, cut salaries or raise them, he is ready to mould the men under him to his ideas of what the efficient sales force should be.

Just as surely as distrust breeds distrust and confidence begets confidence, the attitude of your sales force toward you is a reflection of your attitude toward them.

ATTITUDE TOWARD SALESMEN

Too many sales managers have the tendency toward fraternizing—toward being “good fellows” with their men. When a sales manager makes the statement, “Why, the boys come out to my house to dinner; they'd do anything in the world for me,” beware—look out. Unless it is an exceptional case, that man's sales force feel that he is easy and take advantage of him in a hundred little ways, which, multiplied by the number of men in the field and the working days of the year, total into an appalling deficiency.

After all, a sales force is rather more than less like a class of school children. They are temperamental, nerv-

ous, have more whims than an old maid with an independent income and a pet cat, and if you let them they'll run away *with* you and *over* you in the bargain.

There is just one really successful attitude to gain and maintain toward your salesmen. Here, briefly, is the backbone of it: Be just; at all times be "on the square." A reputation for year-round justice is worth more with the men than being known as kind and considerate.

Strictly business at all times keeps out that personal note which sometimes makes men take advantage of you.

REBUKE AND PRAISE

Be slow to rebuke and slow to commend, but when you find it necessary to do either, bear down hard. Forget the petty little things that hamper and annoy, but when a big fault arises stamp it out like you would an incipient prairie fire. Don't commend men for their little successes; constant praise takes off the edge when a fellow accomplishes something big and really worthy of special notice.

Make your men work to avoid your criticism and gain your commendation.

Don't misunderstand me; by no means do I recommend that the sales manager act like a machine, but I do say that if you want to gain the full benefits of the authority that's vested in you, you've simply got to live up to your position.

Be business—all business; make your communications short and to the point.

Know to the dot where the weaknesses and strength of your individual salesmen lie. Bolster up their weaknesses; foster their strength. Bear down where it's necessary and lift up where the situation requires it.

The most capable salesman on your force should be you yourself—yes, you, the sales manager. Unless you can personally sell, how can you show others how?

SUPERVISION OF SALESMEN

The selection of new salesmen is a problem which you must solve to the tune of the highest possible number of successes from the total men put out.

Upon the training of these new men, provided the selection has been advisedly made, depends to a great extent their success and the kind of representation they give your house.

Your general daily duties—the supervision of your men—involve two things: (1) handling each salesman's problem as an individual situation and (2) getting maximum results from the sales force as a whole.

Some sales managers attempt to bolster up the weaker sisters on their forces by letters showing them how they ought to sell.

This is all very well, but it's like giving a man a dose of plain water when he needs a shot of some strong medicine.

Your successful sales manager goes out in the field with the fellow who is falling down, spends several days with him correcting his weakness, showing him how to overcome it, and then jumps back to the office to supervise his force as an entirety until the next call comes from the field.

In this way, through intelligent, well-thought-out, personal work with his men in the field, the good sales manager eventually gets his force to the point where they are all above the average and things begin to run smoothly. He keeps a bright edge on his own selling ability and a close grasp of conditions at all times. As business justifies it and his office work increases in volume, one of these days he takes one of his best men off the territory and makes him a special representative, doing nothing but traveling with the other fellows, whipping them in line, helping them solve their individual problems, and keeping the house in touch with the field.

SHED DETAILS

Non-productive detail work is the enemy to efficiency in any executive position, most especially in the sales manager's position.

If you keep your eyes too close to the ground, you lose perspective altogether; that is fatal.

In many cases where, after conferences with the heads of businesses, we have decided upon a certain plan of procedure, the sales manager when called in will say, "Can't be done," and will quote some single salesman's or individual dealer's situation to prove his case.

As a matter of fact, almost invariably the case he quotes is the exception; the majority—the ones that prove the rule—are never even heard from; but he takes this individual case as a key to the whole situation.

That is wrong. The sales manager must look over the proposition as an entirety; he must have and should have a bird's-eye view. He should see through the eyes of every man on his force and then filter their views through his own understanding before putting them in the melting pot which yields his working standpoint.

Every letter, every report, every sign emanating from a salesman or a customer should be perused and digested by the sales manager, no matter who files the report or answers the letter.

The daily reports from the salesmen are the glasses through which the sales manager looks into his selling field.

His personal work on the firing line with the men verifies his impressions and keeps him, as well as the men he works with, in top-notch condition.

His maps and card records chart progress and indicate possibilities.

His correspondence carries forth ideas, strength, and enthusiasm.

His attitude encourages strict business, fair play, and honest effort.

His department is molded to fit in with other departments. The rough spots are ironed out—the smooth ones polished.

And the combination of his work, plus perspective, plus creative efforts, brings what old man Gregg and the head of every other business in this world want, namely:

More sales at less expense.

TEST QUESTIONS

1. What are the two chief types of sales managers? By what characteristics are they distinguished?
2. How much authority should the sales manager of a concern possess?
3. What should be the attitude of a sales manager toward the salesmen?
4. What are the two big problems involved in the supervision of salesmen?
5. What is the real money problem with which the sales manager is confronted?

DIVISION IV

BASES OF COMPENSATION FOR SALESMEN

THE PROBLEM

Here is a real problem.

And the right answer is worth far more than the time and thought you'll spend in getting it.

"What basis of recompense can I establish which will keep my good men satisfied, prevent over-payment of mediocre salesmen, and minimize losses on the fellow who falls down?"

The solution to that problem will forever relieve your mind of the worries and perplexities arising from the recompense situation as it affects your salesmen.

CLASSES OF SALESMEN TO CONSIDER

In the last analysis you have three classes of men to deal with.

First, the man who is making good—big—the fellow you have simply got to retain. You can't afford to have him dissatisfied on the recompense end. It cuts down his working efficiency and lays you open to the danger of losing him.

Then, you have to consider the average salesman—the mediocre producer—whose sales do not increase from year to year in proportion to what he thinks is fair in the way of recompense.

And last of all, you have the man who doesn't make good—who falls short of the mark that spells profit. And the money lost on him raises the sales expense and lowers the returns to the men who do produce when the basis of recompense is a salary.

The ideal situation for you to work for is one which *automatically* gives each man *exactly* what he earns, yet is of such a nature that you still retain complete control of his movements and time.

THE THREE BASES OF COMPENSATION

To arrive at this, let us first consider the three bases of recompense which, broadly speaking, constitute the methods in use today. Here they are:

- (1) *Straight Salary*
- (2) *Straight Commission*
- (3) *Salary and Commission*

STRAIGHT SALARY

The merchant who does a credit business has to charge more for his goods than the fellow who gets spot cash for his merchandise.

The customer pays for the lost accounts and the interest on outstanding money.

Just so, the good salesman on a salary always gets less than he actually earns. It cannot be otherwise. In return for the assured steady income of a straight salary, his employer is forced to protect against the loss caused by the fellow who doesn't make good and the occasional over-payment of a mediocre producer.

In the great majority of the staple businesses of today a straight salary is the basis of recompense for the sales force.

Employers feel that it gives them absolute control over the men. They feel that it is the sound, legitimate basis of recompense and they are affected by the precedent set in every other department of their business where employes are paid so much per week, per hour, or per month.

Yet, in the long run, the straight salary basis is the riskiest and the least satisfactory of all methods. It works an injustice either on the good man or the house. Somebody is bound to suffer.

In employing new men the house pays them a salary to start on and assumes *all* the risk. The salesman takes no chances whatever.

I will agree that in some highly stable businesses where the house itself plays so large a part in the sales that the man is simply a living follow-up on the dealer, the straight salary basis is all right. But these instances are few and far between and even there a re-adjustment can be made that benefits both parties to the transaction.

STRAIGHT COMMISSION

Now in many businesses where the percentage of success among new men put out is very low—where the selling is extremely difficult, the straight commission basis is in use. Some of the specialty concerns pay as high as 40 or 50 per cent on the sale; some concerns marketing more staple articles pay as low as 3 per cent on the possible volume of yearly business. The rate of commission is worked out according to what the man with the caliber it takes to sell their product must earn per year to be satisfied.

The salesman who goes out on a straight commission basis really stands on his own feet. In spite of the fact that new men are usually advanced expense money, they invariably feel that they are working for themselves. And right there comes the rub.

In very few cases do you find the employer with his sales force on a commission basis holding absolute control over his men.

This condition has its origin in the employment of new recruits.

The salesman assumes practically all of the risk. Consequently, instead of applying for a position and being eager to secure it, the sales manager employing on this basis has to sell the salesman his proposition and its money-earning possibilities before the man goes to work.

So—when he gets out in the field, the successful man feels that he is working for himself—that his time is his own.

He resents direction as to where he shall go or what he shall do and suffers from lost efficiency as a result, to say nothing of what this attitude costs his employer in lost sales.

True, there are exceptions to this rule. Some of the biggest specialty concerns in America, operating on an iron-clad, no-advance straight commission basis, have put themselves in a position where men feel that it is a privilege to go to work for them and submit to the most rigid sort of sales direction. But these concerns are few and far between and have brought their methods and organization to a degree of perfection that is almost impossible in the average concern.

Now bear this in mind, please: Most concerns operating the straight commission force have to advance new men expenses for a try-out in the field. Seldom do they find a man who, after a month or more of work, is not in debt to them for sums ranging from twenty to one hundred and fifty dollars or so.

In other words, while the risk is small compared to the straight salary basis, there is a certain cash tie-up and risk involved in the handling of a commission sales force. This naturally varies according to the management of the concern.

Take this same yearly sales investment and put it to work under what we term the "salary plus commission" arrangement and you create ideal conditions from all viewpoints.

Mind you, this is a broad, general recommendation. Judge it with that thought in mind.

SALARY PLUS COMMISSION

In the first place, the salary plus commission arrangement, from our standpoint, contemplates the smallest salary that a man can live on. In addition to this he receives a commission on all goods sold over a certain figure. This commission may be payable quarterly or yearly as conditions make advisable.

The salesman may pay his expenses out of his salary or he may receive expenses in addition to the salary. That is optional with the concern.

The big point is this: The low salary minimizes the risk in putting new men out. It reduces the temptation to professional job-hunters. It makes possible a fixed expense budget.

The commission part of the recompense insures that every man on the force will receive exactly what he earns.

The salesman who makes big sales doesn't have to ask for more money; his commission automatically raises his salary as he *earns* it.

The mediocre man can't demand a salary raise where he isn't entitled to it. He can't be overpaid, simply because the commission part of his recompense puts his earning right in his own hands.

Here is the thought in this connection.

The salary part puts the salesman under direct control of the house.

The commission part takes care of salary raises as the men earn them.

And the entire system minimizes risk and investment on the force as a whole.

Put the commission in the form of a bonus—a profit-sharing division—anything you may want to call it, but after many years of study and observation we feel that where it is applicable this is the safest, soundest basis of all for recompensing salesmen.

A Practical Illustration

A simple illustration to give you the idea.

The Main Manufacturing Company keep their men on the road ten months each year.

The lowest volume of sales a man can reach and still remain in their employ is \$15,000 per year.

Traveling expenses average \$100 per month for ten months. That's \$1,000 a year.

The allotted sales expense is 10 per cent on gross sales.

Ten per cent on \$15,000 is \$1,500.

Traveling expenses for ten months average \$100 per month, or \$1,000 for the ten-month year.

Subtracting \$1,000 expenses from the \$1,500 sales percentage on this volume leaves \$500, or \$50 per month as a salary.

Consequently, we find that the lowest-salaried man in their employ makes \$50 per month salary and spends \$100 per month in traveling expenses.

So—their proposition to all men is \$50 per month salary, plus expenses, plus 10 per cent on all business *over* \$15,000 per year.

Do you get the thought? Instead of putting a new man out on a salary based on what he earned in his *last* position, they put him to work on their minimum-risk, fifty-dollar-a-month basis, and the minute his sales justify his receiving more money his commission automatically takes care of it.

That crude example serves to outline the principle. We could fill several pages with illustrations and examples and demonstrations, but the application is strictly up to the individual business and its peculiar requirements.

It has been our experience that a change to a proper basis of recompense for salesmen invariably cuts thousands of dollars per year off non-productive sales department expense.

TEST QUESTIONS

1. In compensating salesmen what three types of men must be taken into consideration?
2. What situation does justice to each type?

3. What are the three commonly accepted bases of compensation?

4. What is the analogy between the merchant who does a credit business and the distributor who pays his salesmen on a straight salary basis?

5. What are the arguments for and against the straight salary proposition?

6. How is the rate of commission determined in a straight commission selling proposition?

7. Why is the sales manager's problem of control often difficult on the straight commission plan?

8. What is meant by "minimum risk bases" in the combined salary and commission method of compensating salesmen?

DIVISION V

CONTROLLING MEN IN THE FIELD

DIFFICULTY OF THE PROBLEM

Out on the road goes Bill Simpson, salesman.

With an expense check in his pocket, a grip of samples in his hand, and a head chuck-full of selling talk, he takes the train.

Now in spite of anything you as sales manager may say or do, the minute Bill Simpson steps out of your office, his one real boss is Bill Simpson—no one else.

The auditor may keep his bookkeepers up to their highest point of efficiency during the working day; they're right under his eye all the time.

But how are you going to keep Bill Simpson or the rest of the bunch on high speed when they are four or five hundred miles away?

That's the problem that has put gray hairs in many a head and burnt many an overtime light looking for the solution.

And the final answer is: You can't—not 100 per cent at least.

But—by organized effort—a constant check and a continual pulling of every wire that presents itself, you can get more and better work out of a sales force than under ordinary conditions.

And—more and better work spells *more sales*.

Before a physician can prescribe a remedy for an ailment, he must diagnose the case—find out what is wrong.

THE AVERAGE SALESMAN'S METHOD

So let's diagnose the case of the average salesman who is left much to his own sweet direction and see what's wrong with him.

Friday afternoon at four o'clock finds him one hundred miles away from home and wife.

There's one more dealer to see in the town and a train at four-ten.

Which does he choose? The train—every time—and Saturday morning finds him home—off his territory.

What's the use of getting out Sunday night? He'll take the early train Monday morning. That'll do just as well.

And about twelve o'clock Monday he is back on the job again.

That is Evil Number 1—the salesman's routing himself home over Sunday and losing from half a day to a day and a half.

It takes him until Tuesday morning really to get going again.

All day Tuesday he works hard and conscientiously, landing up in Keokuk, Iowa, where he plans to spend Wednesday.

After a poorly cooked supper, he hits a hard bed in an American-plan hotel and gets up in the morning with a bad taste in his mouth from too many cigars the night before and a poor rest.

It looks like rain. "Punk" day. And down go his spirits. No use trying to see anyone before nine a. m.

So—about nine-fifteen he makes his first call.

The merchant is unresponsive. Bill Simpson has no "pep," no "punch," and finally walks out of that store licked for the day. And so on.

What's the use of going any further? You know the rest. We've made the diagnosis. Now for the remedy.

THE FOUR STEPS OF THE PROBLEM

Our problem with the salesman is:

- (1) To keep him working six days a week
- (2) To start him in the morning with fire in his eye
and determination in his heart
- (3) To make him work from nine to five every day
- (4) To help him with the people he sells and fails
to sell

The answers to the foregoing propositions lie through intelligent control of, and co-operation with, the men in the field.

You know if you could have a boss traveling with every one of your men and forcing him to do the right thing by himself and his employer, you'd soon find your results doubling without a single additional man on the force.

Here then is the best thing:

- (1) Route your men
- (2) Get daily reports on:
 - Time expended
 - New sales
 - Customer calls
 - Prospects
- (3) Follow up on these reports
- (4) Write a "ginger" letter at
least once every other day

That's the prescription. It is long-range management employing practical and tried administrative devices.

Yes, it fits your business. No matter how complicated your situation, no matter how peculiar the conditions surrounding it, a simple system can be evolved governed by these four cardinal controls that will come nearer getting your men on a real efficiency basis than anything else you can formulate.

Now let us consider the things we want and the way these four cardinal controls affect them.

EFFECT	CAUSE
(1) Keep men working six days a week..	Routing men
(2) Start 'em with morning "ginger"...	"Ginger" letters
(3) Make them work from nine to five each day	Time reports
(4) Help them with the people they sell and fail to sell.....	Follow-up on reports

Theoretically at least, you will agree that these work in well together. And in practice they work even better than in theory.

Certainly, I'll agree with you that your men should spend their time properly and advisedly and do the things necessary to produce maximum results.

But—if they did, the sales manager's job would be a feather-bed sinecure; anyone could hold it down and salaries would correspond.

EXPENSE ACCOUNTS

In the above outline no provision has been made for expense accounts. This is due to the fact that every concern we have ever come in contact with has had the expense account end right down to the dot.

It is hardly necessary to comment upon it here beyond this: The minute you make your men realize that their total earning is their salary *plus* their expenses and that the entire amount is charged against their gross sales, that minute your expense account difficulty ends forever.

In plain English, let your men know that purely as a matter of preference you'd rather pay them what they earn in the form of salary than through the medium of a padded or high expense account. When the salesman realizes that in the last analysis every unnecessary dollar he puts in expenses comes right out of his own pocket, *he is going to take care of his money.*

Continual sweating, fretting, and quarreling over expense accounts do more harm than good. It's like bailing a leaky boat; if you want to stop it, you've got to plug the leak—head the trouble off at the source. So—head off over-size expense accounts at the start. The minute your sales force realize that they are spending *their own money*, your expense account problem takes care of itself.

Before taking up the report system in detail, I want to make one thing clear. The system we outline here is just about the simplest, most fundamental method one could imagine. It is designed to furnish the backbone or outline upon which you can build to suit your individual needs and problems.

In the great majority of businesses employing salesmen we find the majority of the following items in use, but right in the ones that are lacking lie the weaknesses. A control of men in the field is only efficient when it covers all points. It's like a fence in that it ceases to give protection if there is one open space.

ROUTING SALESMEN

By routing the salesmen you absolutely insure their making towns in logical order and by the least expensive

routes. Leave a salesman to himself and he will follow "hunches"; he will skip one town and make another and the net result is an imperfectly covered territory and an expense account which has too much mileage on it and too much time spent on trains that should be put in calling on trade.

It all harks back to the one rule that the more you can settle out of the office, the less you leave for the salesman to do apart from actually selling the goods, the better off you are.

Your men are on the road for just one purpose, namely, to sell goods. Narrow their duties down to as near that one task as possible.

As an argument for being permitted to route himself, the average salesman will tell you that he knows better where to go for business than the office does.

Nonsense. If the office has the information it should have on territorial conditions and individual situations in towns, it knows in a minute just where to send the man every day of the year. And its routing is the result of a combination of minimum mileage and effective calls, not sudden "hunches" or "Saturday and Sunday home" lines.

The primary object in routing men is efficiency in covering territory. The best salesman in the world, if left to himself, has a tendency to slight certain towns, lay off Saturday and Sunday, or make long jumps to Sunday at home.

All of these things are overcome if the men are properly routed from the office. Figure 5 is a sample weekly route sheet in its simplest form.

In conjunction with the route sheet system a change route card is used to report failures to make towns as directed. It is self-explanatory.

Make Following Towns on Date Named			Look For Mail as Noted Below
Date	Town	State	
Sept. 1	Hyersville	Ind.	
	Oneida	"	
Sept. 2	Manchester	"	% Clarence House
	Masonville	"	
Sept. 3	Winthrop	"	

FIG. 5.—The Route Sheet

If you desire a graphic picture of your salesman's current work, use a map and tack routing system. A colored cord attached to tacks indicating the towns he is to make indicates graphically his week's work.

It is possible by careful work with the routing partially to control the sales of the men and the credit loss of the company.

EXPLANATION OF FAILURE TO MAKE TOWN AS ROUTED	
Town <u>Masonville</u>	State <u>Iowa</u>
Was Routed to Make On. <u>Sept. 2, 1915</u>	
Explain Why You Did Not Make Town Per Route _____	
<u>No trains running in that</u> <u>direction - Freight wreck.</u>	
Date <u>Sept. 2</u>	Salesman <u>S.W. Kerr</u>

FIG. 6.—Change Route Card

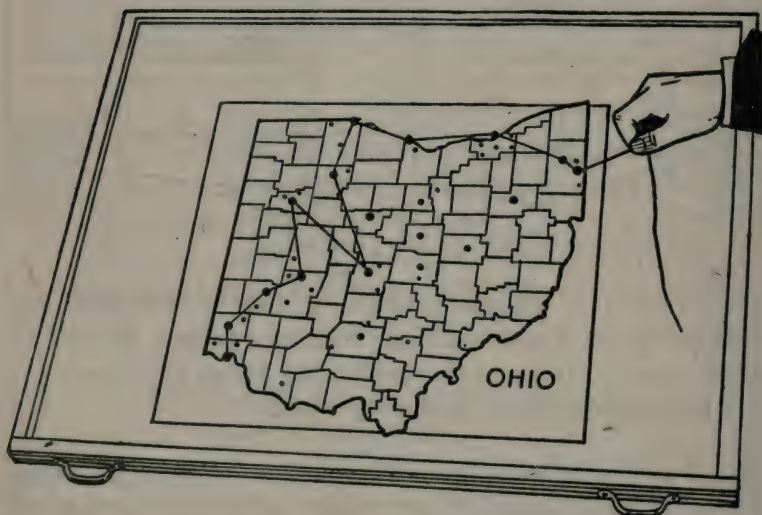


FIG. 7.—Map and Tack Diagram

In the course of our service to one large corporation selling grocers, we found the credit loss to be about $1\frac{1}{2}$ per cent on sales.

It developed that this was due almost entirely to the fact that the salesmen, left to themselves, called on the dealers they felt were *easiest to sell*—incidentally the worst credit risks.

Something had to be done. We recommended that in addition to routing the men according to the towns to be made, they be given at the same time the names of the dealers to be seen in each town.

The dealers selected by the office were, of course, carefully “hand-picked” according to Dun and Bradstreet.

The combination town and dealer route sheet looked something like that shown in Figure 8.

Inside of one year, with the calls laid out beforehand for the men, the percentage of credit loss was reduced from the one and a half figure to five-eighths of one per cent.

It has been our experience, too, that salesmen work better when their work is carefully specified in advance. ✓

We have found that simply listing in advance the names of prospects or merchants for salesmen to call on is an excellent way to increase their volume of business. It makes them work harder by giving them a specific duty to perform. ✓

Week of <u>Sept. 1</u>		ROUTE AND CALL SHEET.		
Salesman <u>J. W. Kerr</u>				
See Dealers in Order Listed Per Dates				Mail Here
Date	Dealer	Town	State	
Sept. 1	James Har. Co.	Oyeverville	Pa.	
"	D. W. Aiken Co.	"	"	
"	Craft Bros.	Oneida	"	
Sept. 2	Dow & King	Manchester	"	✓
"	McMannara Co.	"	"	
"	Rosenheim Bros.	"	"	
"	J. W. Crane	Masonville	"	
Sept. 3	Pole Imp. Co.	Winthrop	"	
"	Carey & Son	Indefinite		
"	Fillbron Co.			
Sept.	Cr			

FIG. 8.—Route and Call Sheet

It is simply the application of Emerson's efficiency principle of the specified task versus haphazard working.

The less detail you leave to your salesmen, the more time they will have to put in actually selling and the fewer valid excuses they will have to offer for wasted time.

A big specialty concern whose prospects were, to all intents and purposes, everybody and anybody who had

the money to pay for their goods made an interesting experiment in this connection.

They had been in the habit of turning their men loose in a territory without leads or definite call instructions. ✓

The result was that even their best men worked in a haphazard way. The old rule, "What is everybody's business is nobody's business," worked out here to the tune of "When every man is a prospect for my proposition I don't know who to call on first," and the salesmen spent a lot of time deciding.

So—as an experiment, the sales manager of this company, before he sent a man into a town, made out a list of the people he thought could be sold and turned it over to the salesman on individual cards with instructions to call upon and report on each one.

The results were wonderful. The minute the salesman landed in a town he knew right where to go. The second he finished with one man he was ready for the next and knew where to find him. ✓

And in spite of the fact that these cards represented only people whom the sales manager felt were possible buyers, the psychological effect upon the salesman was excellent; it injected just a little more stiffness in his spine and put a little more tenacity in his selling attitude. ✓

The importance of routing your men and of creating specified tasks or standard calls for them can hardly be overestimated if you expect to get maximum results out of the force. ✓

The portion of the sales direction treaded on above corresponds to the instruction, "Go do it."

Now comes the question of how to make the men obey these instructions.

There is only one way to accomplish that.

DAILY REPORTS

And that lies through comprehensive daily reports which keep the sales manager in complete touch with every move the man makes on the territory.

As a complete fundamental daily report system, we have found the following a good working outline:

- (1) Daily Time Reports
- (2) Customer Reports
 - (a) New Customers
 - (b) Old Customers
- (3) Prospective Purchaser Reports

(1) Time Reports

Under the workings of this method, the salesman at the close of each day reports to his house the general disposition of his time from eight-thirty a. m. to five-thirty p. m.

Figure 9 is a specimen daily time report. It is simple and easily understandable.

The thought back of the time report is this: The average salesman has a natural tendency to waste time each day

DAILY TIME REPORT		
Date <u>Sept.</u>		Salesman <u>S. W. Kerr</u>
Time	State Briefly Disposition of Time	Result
8:30 to 9:30 A. M.	Started Work : 9. a. m.	
to 10:30 A. M.	Saw & King. Manchester, Ia.	
	till 10 o'clock	order
	10 to	
to 11:30 A. M.	11 with McNamara Bros.	Promiss
	Rosenheim out of Town	
to 12:30 P. M.	Lunch and	
	on	
to 1:30 P. M.	Train	
	to	
to 2:30 P. M.		
	Masonville, Ia.	
to 3:30 P. M.	Arrived 3:30	
to 4:30 P. M.	Saw	
	J. W. Crane	Order
to 5:30 P. M.		
Remarks		
Stopped Work <u>6</u> P. M.		

FIG. 9.—Daily Time Report

that totals into an appalling number of hours in the course of a year. This is due primarily to the fact that the house as a rule does not check his expenditure of time.

His day, say from eight-thirty a. m. to five-thirty p. m., is paid for by, and belongs to, his employer.

All other employes have to account for their time. Why not the salesman?

This time report is simple and easily filled out. It has a strong moral influence on the fellow making it—a tendency to drive home to him the value of his time. It is an influence toward making him start a little earlier in the morning and a preventive of “knocking off” too early in the afternoon.

So far as I know, this daily time report is original with us and wherever we have installed it in combination with the other sales controls it has invariably worked out in a highly satisfactory manner.

The time report gives us the general disposition of the man's time.

(2) Customer Reports

We next have to consider the results of his work as shown by the two classes of reports: new customer and old customer.

In the hands of the careful sales manager, these reports do two things: (1) They give him a graphic view of the results of the salesman's work day by day and (2) they

make possible a follow-up from the house which greatly enhances the personal efforts of the men in the field.

For the sake of convenience in handling and graphic comparison, we recommend different colors and individual reports on each class of buyer.

NEW CUSTOMER REPORT			
Name	<u>John Miller Storer</u>		
Town	<u>Creston</u>	State	<u>Iowa</u>
Salesman	<u>Ward</u>	Date	<u>7/21/15</u>
<u>Crank on prompt</u>			
<u>shipments. Has had trouble in</u>			
<u>getting goods quickly.</u>			

FIG. 10.—New Customer Report

New Customers.—Figure 10 is an example of the general character of these reports and the co-operation work from the office they make possible.

The sales manager, upon receiving this report and accepting the order, issues a letter somewhat along the following lines: ✓

DEAR MR. MILLER:

Our Mr. Ward sent in your order for a dozen Harvester Hay Carriers.

This really represents more than face value to us, as it is a first order from a new customer.

I not only want to thank you for the business, but I want to assure you that we are going to do everything in our power to keep your account active on our books and give you the kind of service that makes you a friend as well as a customer.

The Carriers are being shipped today.

Very truly yours,

SALES MANAGER.

Now a letter of that general character going out to every new account which is opened tends to cement the relations established by the salesmen and to make the customer feel that his business is appreciated, and we all like appreciation.

Old Customers.—Next the sales manager takes up his reports on old customers. The chances are that 90 per cent of them require only a formal acknowledgment of the order and a "thank you." But the other 10 per cent reveal some special situation which is worthy of individual attention.

For instance, see Figure 11.

That is handled something like this.

Study the report before you read the letter.

CUSTOMER CALL REPORT		
Town <u>Gregory</u>	State <u>La.</u>	
Dealer <u>Martin E. Kuhn</u>	Business <u>Drugs</u>	
Sold \$ <u>173.76</u>	Sold Items Checked	
Satisfied? <u>Yes</u>	House Paint	<input checked="" type="checkbox"/>
Retails at \$ <u>2.10</u> per gal.	Varnish	
Other Paints Sold Here	White Lead	<input checked="" type="checkbox"/>
	Brushes	<input checked="" type="checkbox"/>
	Remarks <u>Last shipment</u>	
	<u>broke open in transit.</u>	
<u>B.P.S.</u> @ <u>2-</u> per gal.	<u>Had to sell part</u>	
<u>monarch</u> @ <u>2-</u> per gal.	<u>at a sacrifice.</u>	
<u>Patel</u> @ <u>1.90</u> per gal.	<u>Pack better this time.</u>	
<u>Moxall</u> @ <u>1.75</u> per gal.		
Date _____		
Salesman _____		

FIG. 11.—Old Customer Report

DEAR MR. SEECHRIST:

Mr. Kerr wrote us this morning enclosing your order for House Paint, White Lead, and Brushes, for which we thank you.

But the most important part of his letter was the statement that the last shipment you received was broken open in transit and you had to sacrifice some of the goods.

You know, without my saying so, that we deeply regret this occurrence and, as actions speak louder than words, if you will let me know what you estimate you lost on this account, we will gladly credit you for the amount.

I have personally instructed our shipping department to pack all your orders in wooden crates in the future; so you will not have the same trouble again.

Very truly yours,

SALES MANAGER.

On the face of it, that letter might seem to invite a kick. As a matter of fact, it heads off one; it is the little touch of personal interest that in the long run totals up as customer insurance.

It may seem peculiar but it is a fact that the average business house seems inclined to spend more time and money in getting new customers than in holding old ones.

The lost-account list of an institution that has been in business for ten or more years as a rule holds a greater number of names than the current ledgers of open accounts. Careful watching of individual cases is sound insurance of minimum lost accounts.

PROSPECT REPORT		
Town <u>Bloomington</u>		State <u>Ill.</u>
Dealer <u>John Jones Co.</u>		Business <u>Hdw.</u>
Brand Mixed Paint Sold	Brand White Lead Sold	Brand Varnish Stain Sold
<u>Gilt Edge</u>	<u>Carter's</u>	<u>Gap-a-lac</u>
What Chance to Sell? <u>Good</u>		Remarks <u>Wants catalog and discount sheet.</u>
When in Market? <u>Dec. 1</u>		
Buyer <u>John Jones</u>		
Yearly Purchases <u>\$500.00</u>		
Handled Present Line <u>8</u> Years		
Paint Retailers Here at \$ <u>2.00</u> per gal.		
Date <u>Sept. 1 1915</u>		Salesman <u>J. W. Kerr</u>

FIG. 12.—Prospect Report

(3) Prospects

Next comes the report on the fellow whom the salesman considers a good prospect—the man who is going to buy next trip around.

A specimen of that report is shown in Figure 12.

And the sales department gets busy with something like this:

DEAR MR. JONES:

We thank you for the time you spent with and the courtesy extended our Mr. Kerr.

Under separate cover we are sending our complete catalogue and confidential discount list as requested.

We will see that Mr. Hart calls on you about December 1, at which time we hope to have the pleasure of booking your first order for our line.

Accept, please, the writer's personal assurance that we are going to do everything in our power not only to secure your business but to hold it.

Truly yours,

SALES MANAGER.

And on top of that letter to the prospective purchaser, a record goes in the sales department tickler which insures the salesman's being routed back there at the appointed time.

Incidentally, the tickler system of follow-up on promised orders cuts down the glowing prospective business promises of the salesman to something like the truth.

After a man has been routed back over a lot of merchants whom he reported as good prospects when they were nothing of the kind, he gets a little chary of promising things that he cannot make good on.

“GINGER” LETTERS

A while ago we spoke of starting a man out in the morning with a good taste in his mouth and a disposition to be up and at it.

One writer on this subject takes more space severely to rap and reprimand the “ginger talk” idea than he does to suggest a satisfactory substitute for it.

Let’s look this thing fairly in the face.

You can’t get out each morning and grasp your salesmen by the hand, give them a slap on the back, and get them started off on the right foot.

But you can reach them through the mail.

Irrespective of what anybody may think of “ginger” letters, I am for them—strong. And the only reason I feel this way is simply because I *know* they produce results.

Here is a specimen of the kind of letter that starts a man off with just a little more speed than he would have had if he hadn’t received it. And that little more speed is well worth the two cents it costs to carry it.

DEAR EMERY:

Do you suppose that while the Wright brothers were inventing the heavier-than-air flying machine, their thoughts ran along the line of "It can't be done"?

No! They believed—and they won.

If you leave the hotel this morning without the absolute certainty in your mind that you are going to sell, you're going to do yourself an injustice.

Figure it out before you go out. You know you've sold before; the goods have made enthusiastic users. Go over the talking points in your mind. Get steam up before you start.

Convince yourself that you're going to sell and you will.

I'll look for orders today.

Yours truly,

I don't advance that as a model letter.

Far from it!

But—it feeds the salesman just one little thought; it's a long-distance hand-shake that might help overcome the depressing effects of a bad night's sleep and a poor breakfast.

And the multiplications of little things make the big ones.

I've known of salesmen who, when they weren't reached often enough by the house, wired in, "Write me a letter." They wanted this moral support and they were entitled to it.

Enough. There is the general outline to go by. Its specific application to your own business is up to you.

REVIEW

Now let's review the situation. Under the field control which we have just outlined, your routing system directs the men where to go—whom to see; it insures minimum mileage and maximum time in the field.

Remember that the only time which really counts where a salesman is concerned is the actual time he spends talking to a man who can buy what he has to sell. I can't repeat that too often.

Your routing system has directed the men—given them a working schedule to live up to—a specified task.

Each morning or each week, as the case may necessitate, they receive a little morning "ginger" along with their call at the clerk's desk.

At the end of the day their time reports tell you just how their hours have been put in.

Their new customer reports give you a chance to co-operate and are an index as to their aggressiveness in this direction.

Their old customer reports give you the key to the trade and another gauge on the work they are doing.

The prospect reports are indexed on the "call again" tickler and work is done to get them in shape for the salesman's next visit.

In other words, the office is directing the salesmen and doing the detail work for them.

What has the salesman himself to do?

- (1) Sell the Goods
- (2) Make Daily Reports

And the less you give the salesman to do, apart from making his daily reports, the closer you are putting him to the full possibilities of himself and his territory.

I fully realize that many sales executives will say, "But my salesmen won't submit to routing and positively refuse to make detailed daily reports."

If you feel that you have that problem to solve, just ask your factory superintendent what he would do with a workman who refused to conform to the rules of the plant during working hours.

Your factory man's answer will give you yours.

TEST QUESTIONS

1. Why is the question of directing the men in the field a vital one for the sales manager?
2. What is the average salesman's method of using his time in the field?
3. What four steps are involved in the question of controlling men in the field?

4. What are the four practical methods of handling these questions?
5. How would you handle expense accounts?
6. What three points should be observed in the routing of salesmen?
7. What three types of reports should be demanded from a salesman?
8. What question should be covered in the old-customer reports?
9. What use should the sales manager make of these reports?
10. How may the salesman be encouraged to make reports on prospects?
11. What arguments may be advanced for the use of the "ginger letter"?
12. What should be the nature and content of a good "ginger letter"?

DIVISION VI

THE SALES MANAGER'S RECORDS

RECORDS FOR THE EXECUTIVE

How can I keep conditions at my finger tips?

When the President of the First National Bank wants to know the average balance of the Gem Soap Company, he doesn't ask for a sheet full of deposits or withdrawals. A slip of paper two inches square will carry the figures he wants.

And the sales manager should be in the same position. Instead of being forced to dig through loose-leaf books a foot high and two yards wide with a sheet of paper and a pencil, instead of being obliged to keep three girls busy four days going through records, he should be able almost instantly to put his fingers on the individual situation or condition of any salesman, customer, town, or territory in the business.

To do this, he must have certain records that deal in totals—in conditions.

The little pocket-size private ledger tells more about the affairs of the million-dollar concern in five minutes than their twenty-four loose-leaf books and journals and cash sheets would yield in two months of careful figuring.

The knowledge of individual situations is the one thing that enables him to secure his net results from the organization as a whole.

CLASSES OF RECORDS

For the general purpose of this work, three classes of office records will give the sales manager a complete grasp and instant insight into the individual work of his salesmen as well as the condition of towns, dealers, and territories.

INDIVIDUAL SALESMAN'S RECORD

The first unit is the individual salesman's record card.

One of these cards is kept for each salesman. Needless to say, they are kept locked up secure from prying eyes except when the sales manager refers to them.

The card is started by entering in the extreme right-hand column the monthly profits which the salesman made for his employer during the previous year.

Each week, as the clerk enters the orders, the salesman's salary and expenses are entered in their respective columns as well as his gross sales.

At the end of the month, the net profits from his gross sales are figured and entered in the proper column; his salary and expenses are totaled and deducted from the gross profit, which leaves the one thing the employer is most interested in—the NET PROFIT which the salesman made in that period.

[illegible]

FIG. 13.—Individual Record Card

Whether he is going ahead or going behind is readily shown by a comparison of profits with the same period for the year before.

While there is no basis for comparison with a new salesman, the deadly net profit column shows his status and red ink will serve as a debit figure should it prove necessary.

A once-a-month analysis of these cards is the best possible basis for criticism, commendation, and help to the men. They tell no lies. Large volume on small margin means nothing. There is no injection of personality; NET PROFIT tells its own story.

That is, in a nutshell, the key to the individual salesmen and their performance. If the executive desires, a key card, recapping the sales and profits of the force as an entirety, may be added.

MAP AND TACK SYSTEM

We have next to do with the territory.

First of all, a *map and tack system kept up to date*. Let the maps show customers in one color of tacks and prospects in another. The map and tack system fits any business or condition. The combinations of different-colored and different-sized tacks enable us to tack up a map for any institution. It is hardly worth while taking space here to go into the detail of this. All the big filing cabinet houses issue literature which explains the system thoroughly.

Just bear in mind the fact that for a graphic panoramic view of territories and conditions therein, the map and tack system is invaluable.

RECORDS OF INDIVIDUAL SALESMEN

Now for the detailed record of what's happening where the salesmen are or should be traveling.

This can take the form of individual cards or one large card, as you may desire.

In the majority of cases, records should be kept by towns.

Let the cards be divided into three classes and colors just as the salesman's daily reports are. For instance, new customers, pink; old customers, blue; and prospective buyers, white.

In filing under the towns, for example, Sheboygan, Wisconsin, would have one white card for every dealer you are *willing* to sell in that town or who has been called on without results.

The pink cards in the file would indicate merchants who have made just one purchase. The minute their second purchase is made they would be transferred to blue cards, which signify a steady buyer.

A glance at the date of the last order from any merchant as recorded on these cards serves as a basis for follow-up work.

All of the towns a salesman makes would be filed under his name and his daily reports entered on the individual

cards. If you wanted to know how Bill Burke is covering his territory, a glance over his cards will tell you how many towns he has made, the ones he has skipped, how often he calls on his customers, what he neglects, what he overworks, etc., etc., etc.

With an equipment of this character a sales manager can know every minute just where his men stand, just how the field looks from a bird's-eye view, as well as the absolute facts about the individual conditions of all the towns and merchants in the field he is working.

TEST QUESTIONS

1. With what classes of records is the sales manager chiefly concerned?
2. In what form does the sales manager desire this information? How is it supplied at his desk?
3. What information should be contained on the individual salesman's record?
4. What are the chief advantages of a map and tack system?
5. What sales records should be filed geographically by towns?
6. How does follow-up work enter into successful sales administration?

DIVISION VII

HIRING THE NEW SALESMAN

THE APPALLING WASTE

Every year American corporations put out thousands upon thousands of new salesmen.

How many make good?

“One man out of every two hundred,” says the head of the biggest wire product concern in America.

Says the sales manager of a hardware specialty company, “If out of thirty new men one stays on my force and qualifies, I am satisfied.”

Consider not only the money loss in putting out these men who fail, but think of the customers and prospects they spoil; think of what they do to the reputation of their house; consider the time wasted in training them.

Money lost on salesmen who fail in the field totals into millions of dollars every year.

If you consider that statement exaggerated, talk with the heads of a few concerns; ask them how much money they lose per year on men who fail to make good. It will open your eyes.

HIRING ON LOOKS

And in connection with hiring salesmen, line up the average field force at a convention and look them over.

How many would you hire if they walked in applying for positions?

Probably not over 10 per cent of them. Yet they are all producers—successful men.

That proves one thing: You can't successfully hire men on the basis of their looks.

HIRING ON A "HUNCH"

The poorest-appearing salesman may be the best producer in the field. The best-looking man may be the biggest "fizzle."

Somehow or other, most executives have the mistaken idea that the selecting of good salesmen is a happy faculty—a God-sent gift with some, but never to be acquired by the majority.

I will grant you that under the "hunch" system of hiring, one man may consistently have better luck than another.

But for that matter, a tyro at the race track may pick more winners than the bookmaker with years of experience.

Just so long as salesmen are selected and hired on the hit-or-miss luck basis, the percentage of successes will continue to be deplorably low.

HIRING ON AN ORGANIZED BASIS

But the minute the sales manager organizes his hiring just as he has organized his force and the handling of it, he will greatly reduce his percentage of failures.

I have always claimed that I can tell, after an interview, whether or not a man *can* sell. But whether or not he drinks, runs after women, loafes, or lacks persistency—all things which discount his ability—that is not so self-evident.

And these things count just as strongly *against* a man as his other qualifications do *for* him.

A rather striking example of the difference between employing salesmen on an organized basis and along hit-or-miss lines is exemplified in the experience of one of our clients, a large manufacturer.

Their sales force number twenty-one men, and to blanket the territory as we all agreed that it should be covered would take at least thirty-five salesmen.

Now the twenty-one men on their sales force represented the survival of the fittest from something over five hundred men who had been started out as salesmen during the preceding ten-year period.

Think of it! Out of five hundred men only twenty-one proved themselves worthy or capable of earning a living on the road and making a profit for their employers.

One man out of twenty-three!

And in spite of what any outsider might think, this average was not a reflection upon the sales manager or his ability. The business was particularly difficult and men of proper qualifications were few and far between.

You will remember that we wanted to add fourteen men to our force as soon as possible.

Under the old ratio, to find fourteen new men meant that we must employ, train, and try out about three hundred and twenty or more men to find enough to qualify.

Entirely apart from the expense question, the time element entered so strongly into the situation that this could not be considered for one moment.

So an operating plan was carefully worked out.

The first thing we did was to analyze the men who had failed to make good—the reasons why they didn't produce.

When this analysis was completed and recapitulated, we had a complete, concise list of the specific things that in general would tend to make men fail on that particular proposition.

Then we went over the successful men, listed their qualifications and put them down on paper.

At this point, we had the actual facts—the things we must have *in* a man and the things the man must *not* have—facts derived from actual experience—costly experience—not theory.

As a result of these specifications plus thorough investigation of the men we considered and a careful training before they went out, we recruited our fourteen men in four months' time and they represented the pick of just exactly thirty men sent out on trial.

As against the old average of one man out of twenty-three making good, under the new plan we achieved a record of almost one man out of every two sent out making a success for us and himself.

I should certainly hate to set that percentage up as a mark to be duplicated. Nevertheless, it has been done and an application of saner, sounder methods to the employ of salesmen and their preparation before being sent out will inevitably raise the average of successes.

HIRING STARS

The trouble with most of us in hiring salesmen is that we're looking for the star—the fellow who is going to turn the world upside down in a minute—the born salesman.

That is wrong—absolutely wrong.

In the first place the born salesman, sheerly through knowledge of his own ability, stands on his own feet and is his own boss; he refuses to get in line; he is, as a class, insubordinate and a trouble-maker.

Give me a sales force made up of average salesmen who are better than the average on my particular line, simply because I have added to their own ability, through care-

ful training, a knowledge of my product and proposition that gets the business. That's the kind of force you can handle and get results with.

The plodder—the plugger—in the long run gets more for his concern, stays longer, and causes fewer sleepless nights than the ready-made star.

One of the most brilliant business men I know, through sheer force of circumstances, has demonstrated the economics of making men rather than buying them ready-made.

He is a working miracle himself—a business phenomenon; he knows *all* ends of his business and knows them well.

Owing to a money handicap back in the early days when he was his own bookkeeper, plant superintendent, and sales manager, he was forced to hire mediocre—yes, very mediocre—salesmen. But before he sent a man on the road, he poured into that man what he himself knew about selling his own goods.

As a result, his salesmen sold and his business grew. Then for lack of time, he was forced to let go of the book-keeping. He hired a cheap clerk and instructed him. Next he educated a factory superintendent, and as a result of this educational work of his he has today a ten thousand dollar auditor, whom he pays five, an eight thousand dollar factory superintendent, who receives four, and a fifteen thousand dollar sales manager, receiving eight.

This man has made out of the material at hand the forces he needed in his business. The moral is obvious.

In employing men, let's look for possibilities rather than stars; let's hire the fellow who will take what we give him rather than the man who already feels he knows it all.

RECORDS AND REFERENCES

When a man who wants to go to work for you as a salesman steps in, make him sell you his services.

Remember, when he is selling your goods the merchants are not going to make it easy for him. Act accordingly. Judge of how he will sell your merchandise to others by the way he tries to sell you *his* wares.

Right here we arrive at the fact that there are thousands of men who have all the qualifications of selling success but have a screw loose back where it doesn't show. These fellows can and do sell themselves to the queen's taste, but when it comes to selling their employer's goods they either won't or can't. Their ambition seems to be measured by the length of time they can stay on a pay-roll without producing.

There is just one way to head off this class of men before they get in.

That way lies through a careful investigation of the previous records of all applicants and a checking up of their statements with what their former employers have to say about them.

The average man writes a letter recommending an employe which is so general in character that the applicant could make almost any kind of a wild statement without the fear of being checked up.

When you are talking with an applicant ask him definitely what his sales were for a certain period for his last employer. Write down the figures and when you're looking up his references ask his former boss definite questions that will give you a chance to check up the truth of his statements.

Take your time about hiring; weigh your own judgment in the balance with the verdict of others.

When in doubt, don't.

But when you are finally sold and to employ a man, give him a training, before putting him on the road, which will afford him maximum chances for making good in the field.

This matter of training is definitely treated in the next division.

TEST QUESTIONS

1. How much does it cost to hire a new salesman? How is this expense to be charged?
2. What per cent of men hired make good in the field? How may this per cent be increased?
3. Is it safe to hire salesmen simply on their looks?
4. What are the objections to hiring on a "hunch"?
5. What factors are taken into consideration when hiring on an organized basis?

6. What dangers are there to hiring "stars" from other concerns?

7. What limitations are there to the use of "references" in deciding upon the qualifications of a man?

8. If you were hiring a salesman, how would you make him prove his record?

9. Name at least three big sources from which losses follow as the result of employing salesmen that fail to make good.

10. Using the four milestones of this treatise as well as your own experience for a guide, how would you proceed to find the right kind of salesman for your position?

11. Analyze the secret of the success or failure of at least six sales managers with whose work you are acquainted.

DIVISION VIII

TRAINING SALESMEN

TRAINING BRINGS RESULTS

D. K. Cass, dean of the manufacturers in his line, leaned back in a walnut office chair and brought the tips of his fingers together.

“Young man, you can’t increase the sales of my men through training them,” and his statement sounded as if he believed it.

Thirty days later we had, from a careful expenditure of time in the field, gathered and correlated all the methods of his most successful men, the common objections they met with, and their rebuttals to the same.

The whole thing was shortened and put in talking English with a beginning, a middle, and an end.

One of his mediocre salesmen was called in, coached in the standardized sales talk for three days, and then sent back on the road.

He increased his business 50 per cent.

A knowledge of what to say and how to say it raised his sales average phenomenally.

We had shown that man how; we had placed in his mouth the best arguments—the best presentations—of the most successful men selling the same line—the right way to meet objections.

And the result was inevitable.

UNSKILLED SALESMANSHIP

A man studies three years to become a lawyer, spends six years in training for medicine, but the embryo salesman goes out on the road to sell goods with no basis, no training. His equipment consists of a sample case, a smattering of information about his proposition, and a chance to make good.

In other words, the great majority of salesmen today are untrained, unskilled labor. Actual experience is their only school.

TRAINING METHODS

Certain men in your sales force are better than others.

Why?

Entirely apart from the personality end of it, simply because their presentations, their methods, are better.

All right. Put these best methods in the hands of your other men and if they use them honestly they are simply bound to increase their business.

And the new salesman—the fellow you've just hired.

Don't let him go out on the road to practice on the dealers with only an equipment of samples, prices, business cards, and miscellaneous facts.

Keep him in the office until you are satisfied that he is *fit* to go out.

Train him first in the details of your line or product or proposition. Give him that foundation of knowledge and belief which must be there before he can sell.

Then train him in the actual methods used by your most successful men. Put the words in his mouth to be used until he is capable of supplanting them with words of his own.

Some very good concerns have one man in their office to train new salesmen and another man to judge of the effects of the training.

A, for instance, trains the new salesman. Then when he feels that the man is efficient, he sends him in to canvass B on the line just as he would a prospective purchaser in the field.

When B, from his perspective, feels that the new salesman talks the proposition well and knows what he is talking about, out he goes, and not before.

And that is as it should be.

If more sales managers would stop to consider that every raw, unfitted salesman sent on a territory is a detriment

to the house, they would devote more time to preparation before the men go out and they would profit thereby.

A business concern is mirrored to the merchants it sells in the representatives it sends to them.

If only as a matter of policy, before any new salesman leaves the house, satisfy yourself that he is going to be a good advertisement for you to every man he calls on, whether he makes an ultimate success or not.

And the very process of preparing and training him to be a good advertisement for the house increases his chances for success tenfold.

THE CASE OF SPECIALTY COMPANIES

The specialty companies of America have had about the hardest sales row to hoe of any class of business.

Take the National Cash Register Company, for instance.

In the days gone by cash registers were about as much in general demand as solid gold nails.

The merchants did not realize their need. The salesmen had to awaken demand for the article before they could secure an order.

You will grant that this certainly took a higher order of salesmanship than to sell an article for which the market was created, such as a staple line of canned goods, for instance.

On the face of it, a snap judgment might decide that the National Cash Register Company were exceptionally fortunate in finding the right men.

This was not the case.

The Register people *made* their salesmen; they took men of ordinary ability and gave them a course of training which made them Register salesmen of more than average productiveness.

And the fact that their sales force is and has been for years recognized as the most capable sales organization of its size in the world, speaks volumes for the effectiveness of their work in this direction.

In one of their earlier sales manuals there were two hundred and forty-one pages. This manual answered absolutely every sensible question a salesman could ask about the registers and how to sell them.

It supplied him with a dozen or more definite, tangible methods of approaching a prospect and arousing interest. It gave a practical, time-tested-and-found-true demonstration of the product. It clearly outlined the various methods of securing an order. It contained dozens and dozens of convincing, effective rebuttals to every common objection found in a merchant's mind and mouth.

And the manual was and is, not writing, not theory, but a book built out of experience with a big "E."

To insure that the men are thoroughly posted and coached before they go out, a school is conducted down

at Dayton—a school of *cash register salesmanship*. Mark the last three words well.

And before the salesman loads his trunks on an outgoing train for his territory, he has to convince his instructors that he is capable of giving the National Cash Register Company effective representation in the field.

Incidentally it is my honest belief that about 95 per cent of the printed material I have read and encountered on salesmanship can be traced back to the N. C. R. Primer.

But the big point is that the National Cash Register Company does not *find* its wonderful salesmen. It *makes* them—educates them.

And through continual co-operation, contests, and conventions the men are kept up to a white heat of efficiency all the time.

In this connection, Mr. J. H. Patterson, President of the National Cash Register Company, states that he spends 75 per cent of his time on the selling end of his business and only 25 per cent on the manufacturing end. This is due to the realization that he can *make* cash registers much faster than he can sell them; that the manufacturing is comparatively simple. The real problem lies in the sales. And this condition exists in practically every manufacturing business in America, although most concerns do not seem to realize it. And this matter of training men is one of the things that help to bring sales nearer the mark of factory capacity.

TRAIN SALESMEN IN YOUR LINE

Many a manufacturer with whom we have discussed this subject has raised the objection that all this work on his part was wasted when a salesman made a change—that he would be educating men for his competitors.

It is a peculiar fact that some of the biggest cash register producers have gone into other fields and made rank failures.

This is accounted for by the fact that their education was not in the fundamental principles of selling, but in the direct application of those principles to selling cash registers.

Do you get my meaning?

The National Cash Register Company educates *cash register* salesmen 100 per cent for the requirements of its own business.

And that is the key to successful training work in any sales organization.

Standardize the talking points and presentation of your proposition. Classify the common objections and get the rebuttals down on paper.

Feed all of your present force the ideas of the best men on it. Year in and year out, keep giving them new ideas and improved versions of old ones.

And don't let a single new man go on the road until he has enough knowledge of the proposition to induce belief and make intelligent handling possible. Then supply him with the actual words—the outline to use in selling.

It's a sound move toward more successes and more sales.

And if you're afraid of a parrot-like repetition of the standard canvass which you give your men to use, dismiss that thought from your mind once and for all. Whether you like it or not, each man is going to alter what you give him to suit his personality and the individual situation.

Any move in this direction is a big step ahead.

TEST QUESTIONS

1. What is meant by unskilled salesmanship?
2. Give an actual illustration from your own experience where training brought results.
3. What are some of the things that training attempts to accomplish?
4. What concerns have developed salesmen's training schools to the highest degree of efficiency?
5. How is the objection, "In training salesmen one is preparing them for other work," met in actual practice?
6. Cite the methods of the National Cash Register Company.

DIVISION IX

HIGH-SPEED HELPS

HARD-LUCK EXPERIENCES

Montgomery covered the Coast for the Unity Plow Company.

For two years he hadn't been in to the home office at Racine.

And for one year and six months his sales had been on the toboggan.

Gregory, the Sales Manager, wired him to come in at once.

On his way back, Montgomery stopped at Pierre in the Dakotas and took an order (?) for one of the new Unity Spreaders to be shipped on approval, subject to return.

As he entered the door of Gregory's private office, the outstretched hand of welcome held out the order taken at Pierre. Gregory looked at him with a half-smile.

"Montgomery," said he, "when this order came in the morning's mail I started to tear it in two, but on second thought, knowing that you were coming in, I decided to hold it and let you do the

tearing yourself. That isn't the kind of order a full-grown man takes. I can write a letter to a hundred—yes, a thousand—towns and get the local dealer's permission to send him one Unity Spreader on approval at our expense. We don't need salesmen to do *that*."

Montgomery seated himself and nervously folded and re-folded the refused order.

Gregory leaned forward a little; the light of battle was in his eyes as he spoke.

"Now, Montgomery, you've been representing us on the Coast for ten years. Up to one year and a half ago, your business was eminently satisfactory. Since then you've been sliding downward so fast that it's simply terrible. I've brought you in over all these miles to ask you one question—'*Why?*'"

This was familiar ground. The words rolled glibly off Montgomery's tongue as he replied:

"You see, Mr. Gregory, times have been bad. The dealers have not been buying as much as usual. I can't hold my sales up, let alone make an increase, because the merchants aren't stocking—aren't selling as much as they do in normal times."

Gregory leaned forward. "Is that your *only* reason?"

"Yes."

"How do you know that times are bad? What is the source of your information?"

"Well, I get it from the dealers themselves—and you don't have to take my word for it. Ask any traveling man in my territory."

There was a long pause before Gregory spoke again. Finally he resumed:

"One of two things is going to be lost within the next thirty days.

"Either you're going to lose your *job* or you're going to lose that mental attitude which is making you lose sales.

"Mind, I don't put all the blame on you. But—you've got to stand your share.

"In the first place, I'll admit freely and unqualifiedly that times are hard—that the merchants are not buying as freely as they do under normal conditions.

"And the result is that nearly every traveling man in your section is scared to death. He walks into a merchant's store not expecting to get an order, and, as a rule, doesn't.

"**THAT VERY CONDITION SPELLS OPPORTUNITY FOR YOU.**

"There may be a smaller volume of business today in your territory than there has been for years past, but the very fact that everybody feels blue makes it possible for you to increase—yes, increase—your business by getting more than your share.

“Your actual orders from established trade are going to be smaller; I’ll admit that. Then—your salvation lies in opening new accounts—a lot of them.

“And you’re not going to do it by going in with lugubrious blue all over your face.

“The whole trouble with you is the fact that you’ve been listening to hard-times talk from merchants and other salesmen until you’re affected in much the same way that you would be at a funeral with a lot of weeping, wailing mourners around. You’re feeling dubious about things yourself. You’re just like all the rest of them and that is putting ciphers on your sales sheet where orders ought to go.

“There’s just one thing for you to do. Just remember that the corpse these fellows are burying is no kith nor kin of yours and that while they’re doing the mourning is just the right time for you to get out after business. You’ve less competition today than you go up against in good times.

“Now don’t misunderstand me. Business is bad and these merchants are not looking for entertainment. The fool hand-shaker who would pass out a business card and a stale joke to the man whose wife had run away with the chauffeur isn’t welcome.

“And extending your sympathy to the retailer who is up against conditions isn’t going to help you any. Get that out of your mind. Every other fellow with a pocket loaded with empty order blanks is just chuck-full of sympathy.

“But—mark this well—if you’re a big enough man to be boss of yourself and not let the other fellow’s attitude affect you, you can take orders after a three years’ drouth in Kansas—orders that will stick—orders that will make repeats.

“Look here. Put yourself in the retailer’s place.

“Salesman after salesman comes in and talks—all along the same line.

“That dealer knows that business is bad in the first place.

“After two hundred and forty-three *presumably* intelligent salesmen have agreed with him and made it a little worse, that dark gray cloud that originally hung over his business horizon begins to turn so black that India ink is a pale blue in comparison.

“Then you come along.

“Right here, you’re going to do one of two things. You’re either going to join in with the other two hundred and forty-three and go forth orderless or else you’re going to create and stand in a class by yourself.

“You are not only prepared *not* to admit that business is bad, but amply equipped to prove that it is good with you—good on your line—good with the retailers who sell your product.

“And when you point out to the retailer that *now*, while his competitor is retrenching and getting under cover, is the time to reach out and get more than his share of

the volume, you look like a bona-fide ray of God's sunshine breaking through that inky cloud of business despair.

"And we all welcome sunshine.

"It's all up to you, Montgomery. You are either your own master or the creature of circumstances and if you *are* a man, you are MAN enough to beat the game when fate and circumstances have put the right cards in your hand."

For two days Gregory talked along this line to Montgomery and on the third morning, "washed, starched, and ironed," back he went to his territory.

He stopped at Pierre on the way back and the mail carried a bona-fide, uncancellable, full list price order for fourteen spreaders from the merchant who on his in-trip had consented to let him ship one on approval.

HIGH-SPEED DEVICES

There isn't a progressive sales manager in the country who hasn't had this sort of experience with individuals—bringing them in, keying them up to high speed, sending them back on their territories, and seeing immediate results accrue.

But the big problem is how to get this high-speed germ working with *all* the sales force simultaneously. To secure big results, anything of this character has got to hit the force as an entirety instead of merely affecting individuals.

In all work along the line of getting men in the high-speed gear, the careful sales manager will remember that stimulus in this direction is like a stiff hypodermic injection; the results are immediate but the effect fades away unless additional doses are administered to keep it up.

Moreover, you cannot consistently work a force at high speed the year around. It wears them down and wears them out even if you are successful in securing the results. Our experience with specialty companies who aim at 100 per cent high speed the year around shows that their men have to be continually replaced, like the burnt-out bearings of a racing car.

The safe and sane way of doing it is to determine the season when top speed will bring the biggest results—the buying season, to be exact; then put on the steam when the road is clear.

SALES CONVENTIONS

The two big, broad, well-defined channels of high-speed helps lie through conventions and contests or both in conjunction.

The sales convention as a means of inspiring and building men is absolutely governed by the conditions surrounding the business.

A jobber, for instance, whose men are practically all traveling in one state may hold a convention every Saturday.

On the other hand, a manufacturer whose men cover the continent from Maine to California plans to hold one

convention at the beginning of each of his two big yearly selling seasons. His men get the "ginger" for a flying start and the sales manager maintains it by means of strong, well-calculated weekly letters while the boys are on the road.

In the wholesale clothing business, where the entire year's selling is done in two months in the fall and two months in the spring, leaving eight months that the salesmen are not selling, one fall and one spring convention plus the letters that follow suffices to carry the men through their season with all sails up.

It is hardly necessary to call your attention to the advisability of holding these meetings at week-ends or on Saturday, so that the men can be in their territories Monday morning ready to use the tools you've placed in their hands.

It has been our experience that the majority of conventions are too long drawn out.

There are but few situations that justify conventions of over one day.

Starting in the morning, keeping it up all day, and getting the men on outgoing trains in the evening is the ideal way.

In the first place, it condenses things—tends to make everything short, sweet, and to the point.

In the second place, it keeps the men from comparing notes, fraternizing, and sowing the seeds of dissension.

Yes, I mean just what I say. Let the home office be the clearing house that passes on, sorts, and gives out the findings of individual salesmen to the force as an entirety.

We have had so many cases where one salesman dissatisfies another that we strongly feel that it is good business practice to keep salesmen from personal conferences as much as possible.

Plan your convention from two angles: the inspirational and the practical.

Let the inspirational side be designed to arouse enthusiasm through uplift work and sheer force of mass feeling.

Plan your practical side so that the finished convention leaves in each man's mind some point or points that he can carry back with him and put to practical, everyday use in his work in the field.

Follow up your convention by a brief letter covering the useful points that were brought up therein, so that each man has it on paper as well as verbally presented.

The results of several months' work with a large manufacturing concern which we numbered as a client were extremely satisfactory. Yet we felt that there was room for a big step forward through increasing the size of initial orders and closing business while it was there to close.

We mapped out a program carefully and called a convention of the men with just one purpose in mind, namely,

to convey to them and show them how to use the three things we felt were needed to make a further increase.

The convention was a success—a big one. In addition to thoroughly explaining and illustrating the points, we catechized each man carefully to see that he had it well grounded in his own mind.

The first week after the convention sales increased materially, solely as a result of what the men remembered.

The second week we prepared a letter embodying the points and sent it out, feeling that having it on paper would be an additional help.

Here is an edited version of the letter.

MY DEAR SMITH:

I want you to do me a favor.

Keep this letter.

Each morning before you leave your hotel, read the following paragraphs; make yourself this promise:

Today I am going to do three things with every merchant I call upon:

First, I am going to make up my mind before I enter his store that he can be sold and that I can sell him.

Second, when I feel the time is ripe, I am going to start to take his order—settle up the details just as if he had said "Yes" verbally.

Third, instead of asking him how much he wants, I am going to tell him how much he should have and take his order for that amount.

And every day keep this promise.

Yours truly,

The things outlined in that letter were the points we had covered at the convention. Smile, if you will, but it produced big results.

In this connection, the southern salesman for a big motor truck company attended a convention at the home office.

He was on a straight commission basis and his earnings had been about fifty dollars per week.

Almost immediately after the convention his commission checks began to go up. He practically doubled his sales.

The sales manager, curiosity aroused, called him in off his territory to find out what points had been responsible for this wonderful increase in earnings.

McCormick, the salesman, told his story in a very few words. Here it is: "

"I used to go in and call on a man as a matter of duty, explain the proposition to him, and feel that I had done my part whether he purchased or not.

"The convention woke me up. It made me realize that other fellows no better than I were earning three and four times as much. I asked myself 'Why?' and decided that they were really selling goods where I was just taking orders.

"So when I went back on my territory, I made up my mind to sell. When I called on a man, I went in with the firm determination to secure his order instead of just making a friendly call.

"That's why my sales have increased."

Think it over.

Conventions, unquestionably, are a big aid to high speed.

CONTESTS

Now on the matter of contests.

In the first place, to make a contest effective and keep tension at the maximum producing point, it must be short.

By short, I mean over a period of from one to four months, not longer.

You must hold the prize within easy reach; the yearly bonus is not half as much temptation as the monthly prize.

In the second place, your contest, to be effective, must get all the men working, not just one or two or three of them.

To do this, the prizes must, first of all, be worth working for and the results necessary to gain the prizes must be gauged according to the individual salesman's ability and the possibilities of his territory.

If you offer a first and second prize for first highest and next highest volume of sales, for instance, it is distinctly unfair to the bulk of the force. You can't expect the new man to sell as much as the old. Some men feel they have no chance and consequently refuse to compete. You are simply making presents to the two best men on your force. That is what it amounts to.

In devising your contest, try to put it on a basis where each man is competing with himself.

We have found that plan the ideal method or basis for a resultful contest.

Establish a quota for each man.

A quota is nothing more or less than a basis of expectation regarding the volume of sales each individual should produce.

This establishes a handicap system that arranges everything on a fair and equitable basis. The principle employed is exactly the same as that used in a foot race or billiard game where contestants of unequal ability participate.

Once the basis of a contest is decided, the prizes are the next question.

Personally, I am absolutely averse to large cash prizes. The real results of a contest are obtained by the men entering into the spirit of the game rather than through a desire for gain.

If desire for gain was the only element, contests would be absolutely unnecessary.

In the selection of prizes you have your choice of either cash or merchandise. As a matter of fact a twenty-five dollar grip or a fifty dollar watch looks bigger to the average man than the cash.

Of course, where the prizes run up into hundreds of dollars, cash is the thing.

The prime requisites of the successful contest are (1) a fair basis for all the men; (2) attractive prizes; and (3) something which we have not as yet considered, namely, effective follow-up.

Effective Follow-up in the Contest

Announce your contest.

Then continually keep your men advised for the sake of gaining and maintaining the competitive spirit which is necessary for ultimate results.

Here follow, merely as a matter of information, the first, second, and third letters on the most primary form of prize contest—where a man is competing directly with his own records.

LETTER 1

DEAR MR. DAVIS:

I have three traveling bags.

Extra fine ones!

All three are waiting for owners.

Do *you* want one?

Here's the proposition. For the sake of creating a little friendly rivalry on "APEX," I'm going to hang up these three bags as prizes. Here's the way they'll be distributed:

On July 1—

The first bag goes to the fellow who *opens the largest number of new accounts* on "APEX" as compared to his *own record* during the same period last year.

The second bag goes to the fellow who stands second on the same proposition.

And the third best record gets the third bag.

The minimum new account sales will be \$50. Re-opening an old account which has not bought for two years or more will count as one-half of a new account in this contest.

Now everybody's got a fair chance to get a new traveling bag. It isn't the actual intrinsic value of the bag—not a bit of it. It's the spirit of the thing—what the bags *stand for*—that counts.

I warn you in advance that if you bag one of these bags, I'm going to pat you on the back until your shoulder goes lame. There's going to be real competition for them and the man who wins deserves high praise.

If I can count you in on the contest, sign the enclosed postal and fire it back—right quick.

Truly yours,

SALES MANAGER.

LETTER 2

Mailed thirty days after contest opened.

DEAR MR. DAVIS:

Look out for storms!

He is under the wire with just enough new accounts to make you strain and stretch a little to catch up.

There are enough prizes to go 'round. And there are certainly enough MEN after these prizes.

But high honors go to the fellow who gets the first bag.

So—speed up. You're not far away.

Here at the office we recognize the fact that this is an unusually difficult year.

But we absolutely and positively refuse to believe that there is a single man on our sales force who isn't so much better than the other fellow that he can turn *any* kind of time into *prosperity*.

Good luck to you. Keep going.

Truly yours,

SALES MANAGER.

LETTER 3

Mailed sixty days from opening of contest.

DEAR MR. DAVIS:

Two weeks after we started this bag contest I thought I knew who they were going to be awarded to.

A month later I wasn't quite so sure; my opinions were a little shaky.

Right now I'm frank to confess that I haven't the remotest idea which way they're going to go although the contest only runs thirty days more.

Several of the "dark horses" have sped up considerably.

And unless some of our former pace makers open the throttle a little wider, they'll find themselves following instead of leading.

It's up to you.

With best regards, I am

Truly yours,

SALES MANAGER.

The letters in between showed the comparative standing of contestants. The sales manager wrote each man individually once every week telling him where he stood and urging him to a little greater effort.

The above brief outline gives, I believe, enough of the convention and contest ideas to serve as a practical working basis from which you can evolve what you need.

A SALES CLEARING-HOUSE

In looking back over this material, I am forcibly struck with the need for a sales clearing-house.

If this clearing-house were established and placed in charge of a competent man and if for a period of, say, five years one hundred star sales managers in diversified lines were to mail in their best ideas, plans, and methods, to be re-distributed among the members and be put out in printed form for manufacturers at large, it would result in a revision of sales and distribution methods among the industries of this country that would be little short of revolutionary.

That's a dream.

But—I sincerely hope it comes true.

TEST QUESTIONS

1. What effect does the feeling that times are bad have upon the salesman?
2. How does the question of auto-suggestion enter into this factor?

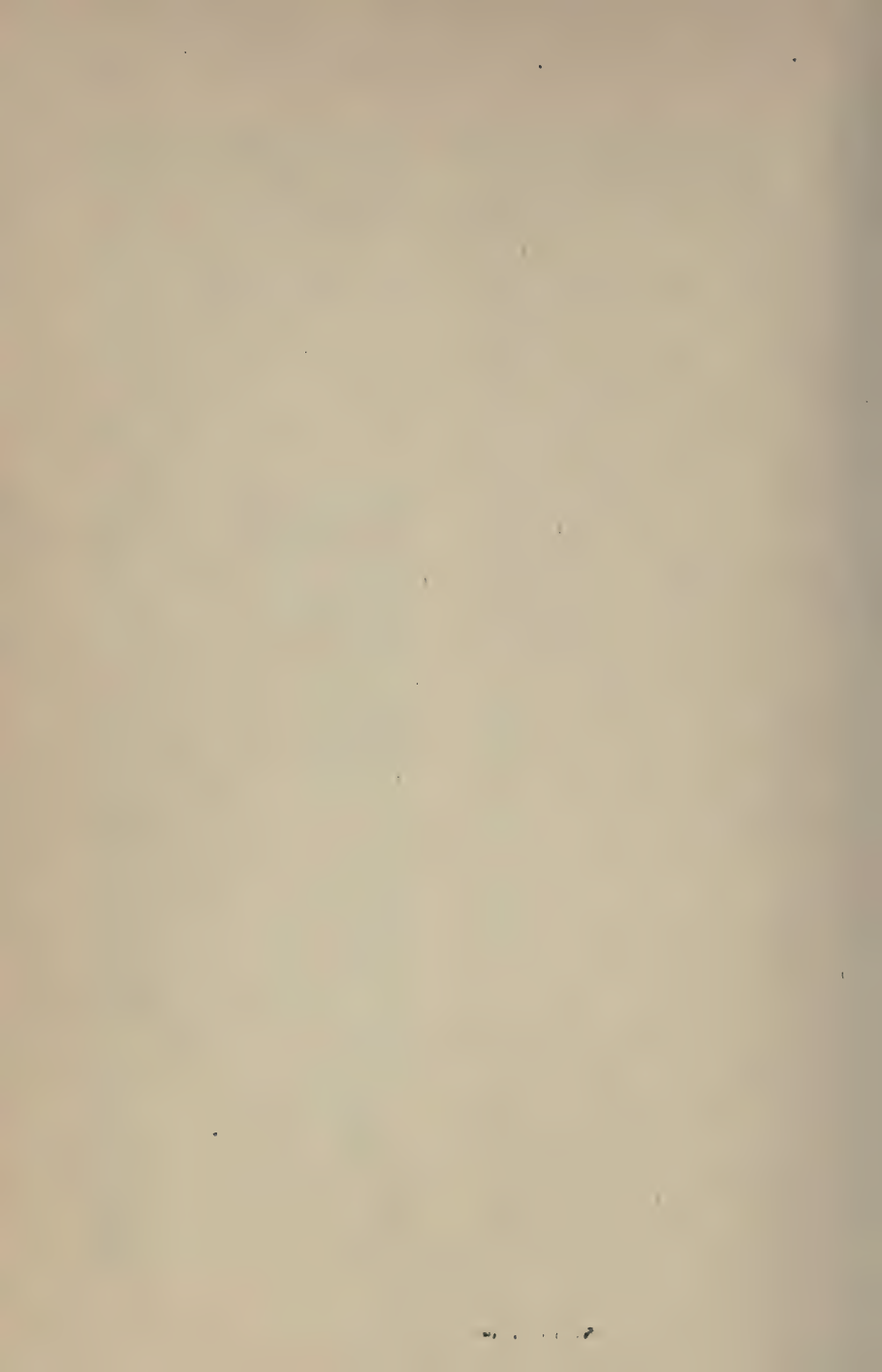
3. So far as the customer is concerned, what difference does it make whether an optimistic or pessimistic salesman calls?
4. What is meant by high-speed devices?
5. In what sense may sales conventions be high-speed devices?
6. What two matters should receive recognition on the program of a sales convention?
7. What are the objections to long sales conventions?
8. How can the sales manager make the effects of a sales convention last over a considerable period of time?
9. What are the three prime requisites of a successful sales contest? Explain each.
10. What follow-up devices should be used in conducting a sales contest? Make specific suggestions.

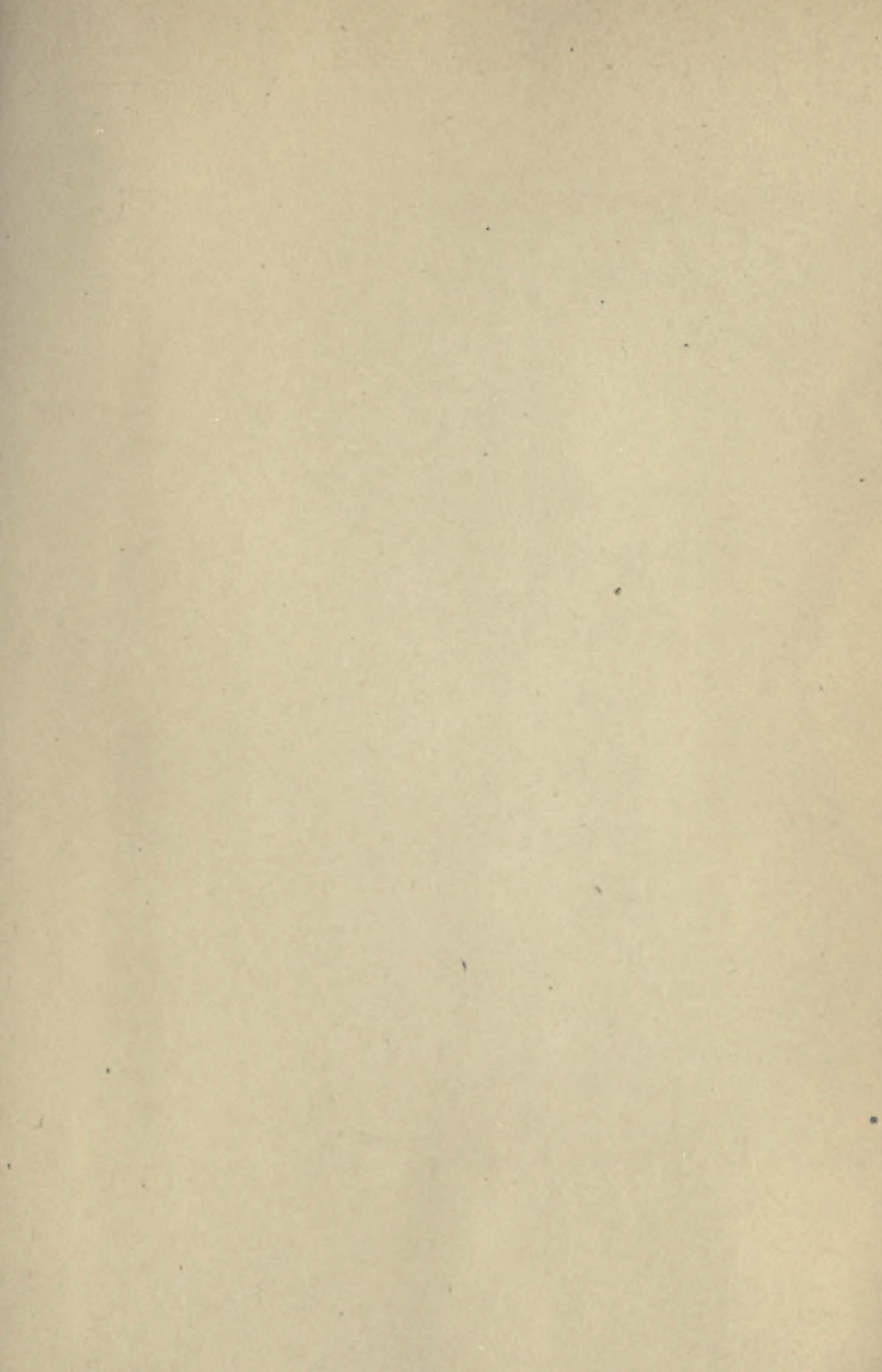
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